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1 Introduction

In 2001, President Bush initiated several government reform efforts, collectively known as the President's Management Agenda (PMA). The five government-wide efforts focus on:

- Strategic Management of Human Capital
- Competitive Sourcing
- Improved Financial Performance
- Expanded Electronic Government
- Budget and Performance Integration

The Chief Information Officers (CIOs) of the federal agencies have a major role in the achievement of the PMA goals. They lead the implementation of many of the programs that help expand electronic government and provide support to others, such as the strategic management of human capital. The federal CIO Council, originally established by Executive Order 13011 in 1996 and later codified by the E-Government Act of 2002, is the principal interagency forum to assist CIOs in realizing the goals of the PMA. The CIO Council works to improve agency practices related to the design, acquisition, development, modernization, use, sharing,

and performance of Federal government information resources. Comprised of the CIOs of 29 federal agencies and departments and representatives from the Office of Management and Budget (OMB), the CIO Council also is responsible for implementing elements of the Government Paperwork Elimination Act (GPEA), the Government Performance and Results Act (GPRA), the Federal Information Security Management Act of 2002 (FISMA), and the Information Technology Management Reform Act of 1996 (Clinger-Cohen Act).

The CIO Council also works closely with and seeks the views of other interagency councils, such as the Chief Financial Officers Council and the Chief Human Capital Officers Council to develop and achieve government-wide goals. Alliances with these and other similar councils are very important to the ability of the CIO Council to fulfill its purpose.

This document describes the CIO Council's strategies and objectives for FY2004 to meet legislative, E-Government Act, and PMA requirements for Federal government information technology (IT) management.

As set forth in the E-Government Act of 2002, the functions of the CIO Council are to:

- Develop recommendations on Federal government information resource management (IRM) policies and requirements.
- Share experiences, ideas, best practices, and innovative approaches related to IRM.
- Assist in the identification, development, and coordination of multi-agency projects and other innovative initiatives to improve Federal government performance through the use of IT.
- Promote the development and use of common performance measures for agency IRM.
- Develop recommendations on IT standards and maximize the use of commercial standards as appropriate, including:
 - Standards and guidelines for interconnectivity and interoperability,
 - Standards and guidelines for categorizing Federal government electronic information to enable efficient use of technologies, such as through the use of extensible markup language, and
 - Standards and guidelines for Federal government computer system efficiency and security.
- Work with the Office of Personnel Management (OPM) to assess and address the hiring, training, classification, and professional development needs of the Federal government related to IRM, and
- Work with the Archivist of the U.S. to assess how federal IRM activities can effectively address the Federal Records Act.

2 Executive Summary

The CIO Council strategic plan describes the recent accomplishments of the CIO Council, the strategic goals for the forthcoming year, and the measures of success for these goals.

2.1 Accomplishments: Fiscal Year 2003

In FY2003, the CIO Council contributed to several government-wide initiatives, focusing on reducing costs and improving services to citizens:

Expansion of E-Government (E-Gov): Virtually all of the original 24 PMA E-Gov initiatives have delivered capabilities and results, improving how citizens, businesses, and state, local, and tribal governments interface with the Federal government.

Federal Enterprise Architecture (FEA): OMB has published four of the five reference models and is working closely with the CIO Council and federal agencies to publish the fifth reference model. These models are used to identify potential collaboration opportunities that will drive more effective IT spending.

Enterprise Licensing: The SmartBUY program is being implemented to establish government-wide software enterprise licenses to reduce acquisition and support costs and increase the use of standards-compliant software.

Line of Business (LoB) Initiative: An analysis of the IT investments in six LoBs identified several potential cross-agency solutions totaling more than \$9B in spending over a five-year period. Agencies are leading the development of business cases and cross-agency initiatives on four of the identified cross-agency solutions.

Human Capital: The CIO Council worked collaboratively with OMB, OPM and GSA to improve the recruitment, development, retention and management of a fully trained and qualified IT workforce. The CIO Council's Workforce and Human Capital for IT Committee worked with OPM in the creation and issuance of interpretive guidance for project management positions.

E-Authentication Guidance: On December 16, 2003, OMB released M-04-04, E-Authentication Guidance for Federal Agencies. In preparing this guidance, OMB worked closely with and incorporated comments from agency Chief Information Officers. The final guidance takes in account current practices in the area of authentication (or e-authentication) for access to certain electronic transactions and a need for government-wide standards and will assist agencies in determining their authentication needs for electronic transactions.

2.2 Strategic Goals: Fiscal Year 2004

The CIO Council will continue to guide, support, and champion the various projects and initiatives resulting from legislative mandates, executive decisions, and other Administration policies. The CIO Council's vision is to improve the operations of the Federal government through better use of information, people, processes, and technology. The CIO Council has adopted the following goals in support of this vision:

The E-Gov infrastructure is expanded to create a more results-oriented, efficient, and citizen-centered Federal government. The CIO Council will continue to engage agency leadership to participate in and support the implementation of the Presidential E-Gov initiatives and support the actions required to "Get to Green" on the PMA scorecard.

There is effective cross-agency collaboration to maximize use of shared solutions and best practices. The CIO Council will provide leadership and strategic direction for the definition, design, implementation, and governance of the Federal Enterprise Architecture (FEA) throughout the Federal government. The CIO Council will work with the agencies to take advantage of savings and performance improvement opportunities, such as those provided by enterprise licensing (SmartBUY), line of business-centric IT solutions, and sharing of best practices. In addition, the CIO Council also will support agencies' efforts to meet accessibility requirements as outlined by Section 508 of the Rehabilitation Act of 1973.

The Federal government information infrastructure is secure and reliable. The CIO Council will support the development of agency policies that meet the requirements of FISMA and ensure adequate cyber security and privacy for IT investments.

The Federal government has the IT resources and skills necessary to meet mission objectives. The CIO Council will collaborate with human resources officers and establish forums to improve IT project delivery through the development, recruitment, and retention of a qualified IT workforce.

2.3 Measures of Success

Measures of success are used to monitor the CIO Council's progress in achieving its goals. The Deputy Director for Management of OMB, in a memorandum to the President's Management Council (PMC), outlined several performance goals for the agencies to reach by July 1, 2004, as a way to measure success in achieving the PMA objectives. These goals, in conjunction with goals outlined by the CIO Council committees, serve as the basis for the CIO Council's "measures of success" in FY2004. They will focus on:

- **Cost Savings** - Significant savings will be achieved in reducing redundant IT spending by:
 - Operationalizing the E-Gov initiatives
 - Taking action on the LoB opportunities identified
 - Leveraging government-wide enterprise software licenses
- **Strategic IT Management** - Agencies will improve the process and structure for managing IT investments by:
 - Developing agency enterprise architectures
 - Developing and leveraging best practices
- **Project Management** - CIOs will improve the quality of IT project deployments by:
 - Managing major IT projects to meet cost and schedule objectives
 - Improving project management skills of key IT project managers to minimize project risks
 - Completing E-Authentication risk assessments for all major systems

3 Accomplishments in 2003

The CIO Council has contributed to significant improvements in the way the Federal government makes investments in technology and provides services to citizens. Specific accomplishments in FY2003 include:

Expansion of E-Gov: In 2001, a multi-agency task force, led by OMB and the General Services Administration (GSA), identified 24 cross-agency initiatives to eliminate billions of dollars of wasteful federal spending, reduce government's paperwork burden on citizens and businesses, and improve government response time to citizens. Virtually all of the original 24 E-Gov initiatives have delivered capabilities and results. These initiatives provide single sources of information, accessible by citizens in no more than three "clicks"; provide tools that offer a simple one-stop method to access government programs; and establish common sets of standards for data collection and reporting.

FEA: Significant progress has been made in the development of the FEA. OMB recently published an updated Business Reference Model (BRM) and the initial versions of the Service Component Model (SRM), Technical Reference Model (TRM), and Performance Reference Model (PRM). OMB is working closely with the CIO Council and federal agencies to publish the initial version of the Data and Information Reference Model (DRM).

Enterprise Licensing: The SmartBUY program is being implemented to establish government-wide software enterprise licenses to reduce acquisition and support costs and increase the use of standards-compliant software. Participation in the SmartBUY program is expected to be the norm rather than the exception once lower prices have been negotiated and contracts have been established.

LoB Initiative: As a result of using the FEA Business Reference Model to evaluate agency IT investment requests for FY2004, OMB identified potential redundancies in six LoBs (as defined in the FEA BRM): Financial Management, Data and Statistics, Human Resources, Monetary Benefits, Criminal Investigations, and Public Health Monitoring. An analysis of the IT investments in these six LoBs identified several potential cross-agency solutions totaling more than \$9B in spending over a five-year period. OMB is monitoring agency actions on four of the identified cross-agency solutions (additional LoB activity for Data and Statistics and Monetary Benefits was determined to be unnecessary). Members of the CIO Council served on the Steering Committee for Phase I of this work, and the CIO Council as a whole has provided guidance on this initiative from the start.

Human Capital: The CIO Council worked collaboratively with OMB, OPM and GSA to improve the recruitment, development, retention and management of a fully trained and qualified IT workforce. The CIO Council's Workforce and Human Capital for IT Committee worked with OPM in the creation and issuance of interpretive guidance for project management positions. This committee also surveyed and analyzed the status of IT project managers across government, and follow-up actions to remedy the identified project management skills gap will remain a high priority in FY2004. This work provided a strong foundation for the CIO Council's emerging role in assuring competent project managers for enterprise-level IT initiatives. The Strategic and Tactical Advocates for Results (STAR) and Scholarship for Service programs significantly added federal IT workforce capability in cyber security, project management, capital planning, and E-Gov portfolio management. The CIO Council's Workforce and Human Capital for IT Committee sponsored the IT Skills Roadmap as an assessment and development tool on GoLearn.gov, and it conducted the first ever federal-wide Clinger Cohen Act IT Workforce survey taken by approximately 26% of the federal IT workforce. Completion of this survey was the first step in agencies' compliance with the FY2004 passback requirement to conduct and report annually on IT workforce skills.

E-Authentication Guidance: OMB, published final E-Authentication Guidance for Agencies on December 16, 2003. This will update guidance issued by OMB under GPEA and will implement Section 203 of the E-Gov Act. This guidance also reflects activities resulting from the E-Authentication E-Government Initiative and recent standards issued by the National Institute of Standards and Technology (NIST). In preparing this guidance in FY2003, OMB has worked closely with and incorporated comments from agency Chief Information Officers.

CIOs, along with agency business-process owners bear the primary responsibility to identify assurance levels and strategies for providing them. This responsibility extends to electronic authentication systems. This guidance will require agencies to review new and existing electronic transactions to ensure that authentication processes provide the appropriate level of assurance. It establishes and describes four levels of identity assurance for electronic transactions requiring authentication. Assurance levels also provide a basis for federal agencies to assess Credential Service Providers (CSPs). This guidance document will also assist agencies in determining their E-Gov authentication needs.

4 Strategic Goals in FY 2004

The CIO Council is empowered by the Administration and Congress to set the IT agenda for the Federal government. OMB fully supports the work of the CIO Council and has high regard for its leadership, advice, and feedback. A key responsibility of the CIO Council is to recommend policies and alternate approaches. Once OMB refines and finalizes IT policies, the CIO Council has the lead role in directing their implementation.

The CIO Council understands there is a desire to improve services to citizens and a need to operate the Federal government in a more efficient manner. It also recognizes that technology alone cannot achieve a better government. Technology serves as a critical enabler, but it must work in concert with people, processes, and information to achieve great results. As shown below, the CIO Council's statement of its vision captures these important concepts:

Better government through better use of information, people, processes, and technology.

The CIO Council will achieve this vision by accomplishing the following strategic goals:

- The E-Gov infrastructure is expanded to create a more results-oriented, efficient, and citizen-centered Federal government.
- There is effective cross-agency collaboration to maximize use of shared solutions and best practices.
- The Federal government information infrastructure is secure and reliable.
- The Federal government has the IT resources and skills necessary to meet mission objectives.

The following sections of this strategic plan describe each strategic goal, including related objectives and measures of performance.

4.1 Expanded E-Gov

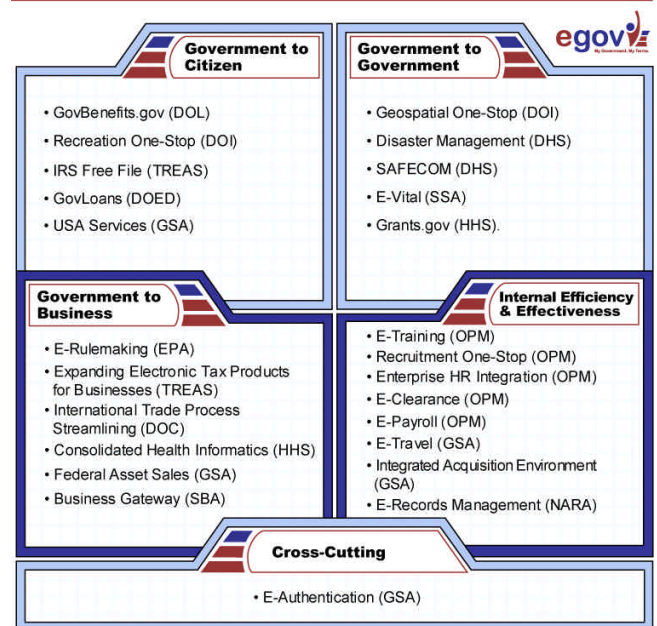
The E-Gov infrastructure is expanded to create a more results-oriented, efficient, and citizen-centered Federal government.

One of the five government-wide reform initiatives in the President's Management Agenda (PMA) is to expand

the presence and use of electronic government. Initiated in July 2001, the initial cross-agency PMA E-Government initiatives, represented in Figure 1 are focused on making better use of IT investments to:

- Eliminate redundant spending.
- Reduce paperwork burden on citizens and businesses.
- Improve government response time to citizens.

PMA E-Government Initiatives



Managing agency in parenthesis

Figure 1: PMA E-Government Initiatives

The Clinger-Cohen Act establishes the CIO's responsibility to oversee an agency's IT portfolio and identify opportunities for partnership with other agencies. Thus, CIOs individually, and collectively through the CIO Council, have a key role in managing the Federal government's IT portfolios, including the E-Gov initiatives. The CIO Council will focus on the following objectives:

- Engage agency leadership to participate and support E-Gov initiative implementation, including the achievement of migration milestones.
- Support agencies' efforts to "Get to Green" on the PMA E-Gov scorecard.

Objective: Engage agency leadership to participate and support E-Gov initiative implementation, including the achievement of migration milestones.

The CIO Council will work with OMB and other leadership groups to accelerate and complete the E-Gov initiatives. The CIO Council will provide feedback and subject matter expertise to individual program managers, program teams, and the OMB E-Gov Program Management Office (PMO) as required. Also, the CIO Council will:

- Champion cross-agency and inter-governmental cooperation and collaboration.
- Serve as a liaison between OMB and the agencies.
- Resolve technical, organizational, and process barriers.
- Govern IT initiatives to ensure projects meet cost, schedule, and performance objectives.
- Communicate, educate, and build an understanding throughout the government of the changes that will occur.

Objective: Support agencies' efforts to "Get to Green" on the PMA E-Gov scorecard.

A key requirement for agencies to receive high scores on the E-Gov scorecard is to support the completion of E-Gov initiatives migration milestones. Typically that means managing the movement of systems, data, and business processes associated with the E-Gov initiatives from multiple agencies to joint, cross-agency solutions, supported by one or two service providers. The expectation is for agencies to use enterprise solutions and commit to decommissioning agency-specific solutions. The FEA reference models and other migration guidelines and standards developed by OMB and the CIO Council will guide these transitions. Each E-Gov initiative has its own set of migration activities whose completion by agencies is a component to "Getting to Green" on the PMA scorecard. The CIO Council plays an instrumental role in governing the activities and commitments required, as well as communicating and facilitating the adoption of these changes throughout the agencies.

Measures of Success: Expanded E-Gov

Established by OMB in a memorandum from the Deputy Director for Management of OMB, the following measures relate to the implementation of the President's E-Gov initiatives:

- The E-Gov initiatives will be operational and yield benefits (for example, cost reduction, response time, burden reduction, improved citizen service):
 - 80% of the initiatives will be fully deployed.
 - \$100 million of redundant agency spending in FY2004 will be stopped and be redirected or rescinded.

4.2 Effective Cross-Agency Collaboration

There is effective cross-agency collaboration to maximize use of shared solutions and best practices.

Historically, agencies have managed IT investments autonomously. Until the past few years, there has been little incentive for agencies to partner to effectively reuse IT investments, share IT knowledge, and explore joint solutions. A collective, government-wide effort, supported by the CIO Council, can yield significant improvements in the management and reuse of IT investments, while improving services to citizens. The foundation to achieving effective cross-agency collaboration is the FEA, which is a business-based framework that provides OMB and federal agencies a way to monitor, analyze, and control federal IT investments.

The FEA is constructed through a collection of interrelated "reference models" designed to facilitate cross-agency analysis and identify duplicative resources/investments, gaps, and opportunities for collaboration within and across federal agencies. These models are defined in Figure 2:

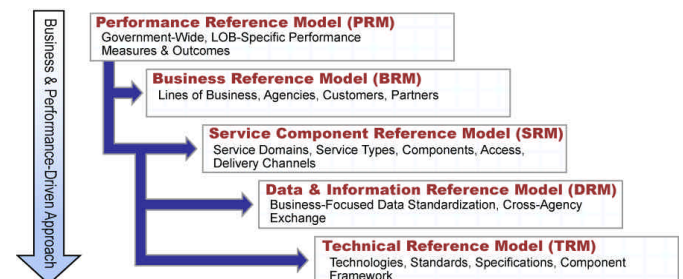


Figure 2: FEA Reference Models

The goal of the FEA is to provide a comprehensive government-wide framework to guide agency IT investment activities and identify synergies among investments, resources, and activities. The support and participation by the CIO Council is crucial to achieve effective cross-agency collaboration. The CIO Council will focus on the following objectives:

- Provide leadership and strategic direction for the definition, design, implementation, and governance of the FEA.
- Support and advocate enterprise licensing.
- Continue to modernize agency IT management around LoBs.
- Develop and leverage best practices.

Objective: Provide leadership and strategic direction for the definition, design, implementation, and governance of the FEA.

The CIO Council also will work closely with OMB's FEA PMO to:

- Assist in the definition, design, and implementation of the FEA.
- Develop governance policies and best practices for FEA development, implementation, and sustainability.
- Develop a long-term, consistent strategy for the implementation of the FEA and to ensure agency and line of business enterprise architectures alignment with the FEA.
- Establish common terminology definitions, standards, and frameworks.
- Serve as an advocacy group for utilizing and aligning the FEA throughout the Federal government, as well as in state, local, and tribal governments.

The policies and guidance developed by the CIO Council will encourage reuse of technology investments and the development and submission of federal enterprise-wide, agency-wide, and intergovernmental business cases.

In order to best achieve this objective, the CIO Council will work through its Architecture and Infrastructure Committee (AIC) to develop policy, direction, and guidance for the FEA to drive business process improvement, investment management, and technical decisions, and to institutionalize the FEA in concert with agency enterprise architectures. The AIC has established three working subcommittees to carry out this work. These subcommittees are:

- **Governance:** The mission is to provide guidance to agencies on how they can align their enterprise architectures to the FEA.

- **Components:** The mission is to facilitate cross-agency development and implementation of enterprise architecture components, such as XML/OASIS.
- **Emerging Technology:** The mission is to provide a foresight mechanism that draws from FEA reference models and the capital planning and investment control process to create greater synergy between technology push cycles and market pull cycles in order to support a performance-based framework for innovation prototyping and adoption.

Objective: Support and advocate enterprise licensing.

Procuring software licenses that apply across the Federal government, which is known as enterprise licensing, can potentially save 15 to 25 percent of licensing costs by aggregating enterprise software requirements and having a single federal buyer for all federal users. A key project supporting enterprise licensing is the SmartBUY (Software Managed and Acquired on the Right Terms) program. GSA is leading this effort with OMB providing policy oversight. SmartBUY will establish contracting vehicles to better leverage the buying power of the Federal government. SmartBUY will provide a single point of entry for small and large businesses that desire to conduct business with the Federal government. This effort will streamline acquisition efforts for both the government and industry. SmartBUY will reduce the cost of commodity software purchases while achieving the same level of quality; employ "smart" buying practices to reduce acquisition and support costs; and increase the use of standards-compliant software while ensuring the cyber security posture of the federal enterprise.

The CIO Council plays a critical role in the SmartBUY program. It will provide policy guidance and input and be the vehicle to communicate, implement, and adopt this program. The CIO Council has a responsibility to champion this program, to make it a high priority, and to ensure a high degree of agency participation.

Objective: Continue to modernize agency IT management around LoBs.

The next phase of E-Gov will focus on improving how the Federal government makes and monitors IT investments within common business processes across agencies. By using the FEA Business Reference Model to evaluate agency IT budgets requests, OMB can identify potential IT investment redundancies within a LoB. For example, for FY2004, potential collaboration opportunities were identified in several LoBs. With oversight from OMB, agencies are leading the development of business cases and cross-agency solutions in the following four LoBs:

- Financial Management
- Human Resources

- Criminal Investigations
- Public Health Monitoring

After the initial analysis conducted in 2003, additional LoB activity in Data and Statistics and Monetary Benefits was determined to be unnecessary due to ongoing work by the Interagency Council of Statistical Programs and the Social Security Administration, respectively.

There will be a continued effort to consolidate and leverage IT investments across agencies to reduce redundant spending. Due to the nature of this effort and the impact these initiatives will have across the Federal government, collaboration among agencies is essential. The CIO Council will play a key role in leading this collaboration, governing the activities that result, and addressing any issues that may arise. Because the CIO Council guides IT-related decisions with a government-wide perspective, it must continue to champion modernization of IT investments around LoBs. For example, the CIO Council's meetings serve as a forum to present and discuss policy and implementation issues that arise from the continuing LoB work.

Objective: Develop and leverage best practices.

Even though agencies have distinct missions and goals, there are processes, standards, or policies that are common

across the government. For this reason, establishing a venue for agencies to share knowledge and lessons learned from past experiences is extremely beneficial. It can improve the quality and efficiency of subsequent projects, and, ideally, reduce redundant spending.

The CIO Council will champion the identification and dissemination of IT management best practices. The Best Practices Committee will work with agencies and industry to address common concerns, identify effective approaches, and facilitate knowledge sharing. Communities of practice will be used to generate ideas and ensure the exchange of innovative solutions. The CIO Council also will guide the application of best practices across the Federal government to ensure consistent deployment.

The CIO Council will continue to promote best practices in agency implementation of accessibility for persons with disabilities under Section 508 of the Rehabilitation Act of 1973. The CIO Council will work with the Section 508 Executive Steering Committee and Interagency Working Group to resolve emerging issues relating to Section 508 from the perspective of government, industry and consumer groups. The group also will address issues related to acquisition and procurement and the dissemination of Section 508 best practices throughout the agencies.

Measures of Success: Effective Cross-Agency Collaboration

Established by OMB in a memorandum from the Deputy Director for Management of OMB and the CIO Council committees, the following metrics will measure the success of achieving effective cross-agency collaboration:

- Agencies will focus IT spending on high priority modernization initiatives.
 - 80% of all agencies will define and begin implementation of a modernization blueprint (enterprise architecture).
 - Each agency will commence implementation of at least one IT initiative that affects a significant number of citizens.
 - FY2004 administrative spending (salary and expense accounts) will be \$50 million less than FY2003.
- The Federal government will negotiate government-wide enterprise software licenses.
 - At least 5 licenses that obtain economies of scale price reductions will be completed.
 - 80% of all agencies will migrate onto the enterprise agreement and off existing agreements for software use, or will achieve comparable benefits as a result of SmartBUY.
- Agencies will reduce redundant IT spending in the overlapping LoBs identified in the 2004 budget by defining government-wide solutions.
 - An architecture for each line of business will be completed, and opportunities for consolidation will be identified with target budget reduction of at least 5%.
- Agencies will develop and leverage best practices.
 - 80% of all agencies will provide at least one best practice for posting on the CIO Council website during FY2004.
 - The CIO Council Best Practices Committee will host periodic meetings where federal, state, local, and tribal agencies and industry can share their best practices.
 - The CIO Council website will be reinvigorated and revised to:
 - > Foster collaboration by communities of practice.
 - > Provide best practice solutions to support agency transformation.
 - > Provide new federal CIOs with the necessary tools to build awareness and increase their knowledge base.

4.3 Improved Cyber Security and Privacy

The Federal government information infrastructure is secure and reliable.

The rapid advances in technology and interconnectivity and the expanding use of the Internet have reinforced the importance of adequate security and privacy policies, processes, and infrastructures. Federal agencies have a continuing and growing responsibility to ensure that systems and information are secure and that transactions and information are private.

Ensuring the security and reliability of the Federal government's information infrastructure is a continuing focus for the CIO Council. The CIO Council will build on the work that it and its member agencies have accomplished to maintain the security of federal systems, protect the privacy of citizen information, and safeguard the government's critical infrastructure. The enactment of FISMA established a clear process to ensure effective management of IT security and sound implementation

and evaluation of programs, procedures, and controls, along with appropriate and timely remediation of IT security weaknesses. Through this process, agencies can identify security weaknesses and take appropriate actions to address them.

Objective: Provide guidance and support for meeting the requirements of FISMA to ensure cyber security and privacy for IT investments.

The CIO Council will promote cyber security and privacy best practices, tools, and training throughout the Federal government. In collaboration with OMB, NIST, the Inspectors General, and the General Accounting Office (GAO), the CIO Council will ensure the dissemination and use of clear guidelines for IT systems security which, when followed by an agency, will assist in complying with FISMA, OMB, DHS, and NIST IT security requirements. It is understood that definitions of security standards will change over time as technology and requirements change.

Measures of Success: Improved Cyber Security and Privacy

OMB set government-wide IT security milestones for improvement of some of the critical IT security weaknesses and privacy issues. The CIO Council needs to actively advocate and support the effort to improve cyber security and privacy in order to achieve the following targets:

- 80% of all agencies will properly secure (e.g., certify and accredit) major IT systems.
- Major transactions/systems, which require authentication of their users, will complete an E-Authentication risk assessment as described in M-04-04 and be categorized into one of the described assurance levels by December 15, 2005. Agencies will complete the E-Authentication risk assessment process in the following order:
 - Systems classified as major will be completed by September 15, 2004.
 - Categorization of new authentication systems will begin within 90 days of the completion of the final E-Authentication Technical Guidance, which is being developed by NIST.
- Agencies will have progressed in the use of privacy impact assessments to address privacy for relevant information systems.

4.4 Better IT Human Resources Management

The Federal government has the IT resources and skills necessary to meet mission objectives.

The PMA, Clinger Cohen Act, and Section 209 of the E-Government Act emphasize the need for assessments and strategies to recruit, develop, retain, and manage a fully trained and qualified IT workforce. The CIO Council Workforce and Human Capital for IT Committee has been

a key advocate for strategies to help develop and maintain an effective federal IT workforce. Its broad agenda encompasses the full employment life cycle: workforce planning, recruitment and retention, and career development. As the Federal government increases the "corporate" management of IT resources, resulting in more enterprise-wide programs, it also must ensure that the IT workforce is well versed in project management and trained to execute such projects with minimum risk.

Objective: Improve IT product and service delivery through development, recruitment, and retention of a qualified IT workforce.

The Federal Clinger Cohen IT Workforce Assessment Survey conducted in fall 2003 identified that the average IT worker:

- Is between 46 and 50 years of age
- Is a GS-13
- Has over 20 years of Federal government experience
- Has little to no private sector experience
- Is likely to retire in the next 10 to 20 years
- Holds a Bachelor's degree

The immediate focus of the CIO Council's Workforce and Human Capital for IT Committee is to perform gap analyses and develop plans of action to fill critical workforce needs for project managers, solution architects, security specialists, and other areas as identified in the Federal Clinger-Cohen Act IT Workforce Survey.

In addition, the CIO Council will work closely with the Chief Human Capital Officers Council, Industry Advisory Council, Association for Federal Information Resources Management, OPM, OMB, and GSA to:

- Inventory skills and analyze federal information resource management and personnel needs
- Develop IT workforce recruitment requirements, identify sources of candidates, and recommend training curricula
- Inventory and enhance IT training programs and opportunities
- Provide a forum for agency CIOs to leverage resources (e.g., GoLearn.gov, STAR, CIO University, CyberCorps) to support IT workforce management improvements
- Support initiatives that fulfill requirements of Section 209 of the E-Government Act (e.g., Digital Tech Corps)

Measures of Success: Better IT Human Resources Management

Developed by the CIO Council's Workforce and Human Capital for IT Committee, the following measures will gauge the success of achieving this objective:

- Fulfill Clinger Cohen Act and E-Gov Act requirements by completing annual Clinger Cohen Assessment survey and workforce planning analysis.
- Directly with OPM and the Chief Human Capital Officers Council, reduce hiring cycle time in Title V for IT professions through virtual hiring practices, direct hire, and other progressive recruitment practices.
- Ensure that 90% of project managers working on major IT projects meet the survey definition of qualified: Experience managing projects of similar size and scope, within 10% of the baseline cost, schedule and performance goals, as the project to which currently assigned OR a government project management certification or a commercial certification such as the Project Management Institute (PMI), AND dedicated to the project or program on a full-time basis.

5 References

The FY2004 CIO Council Strategic Plan is aligned with the following policies, guidances, and strategies set forth by the Federal government:

- Analytical Perspectives: Budget of the United States Government Fiscal Year 2004
- CIO Council Committee work products
- E-Authentication Guidance for Federal Agencies
(<http://www.whitehouse.gov/omb/memoranda/fy04/m04-04.pdf>)
- E-Government Act of 2002 (P.L. 107-347)
- E-Government Strategy for 2003
- Federal Information Security Management Act of 2002
- Memorandum to the President's Management Council from Clay Johnson III ("Where We'd Be Proud to Be on July 1, 2004")
- President's Management Agenda