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| Clinger Cohen Act | Streamlined IT acquisition process | | | Industry standards bodies and industry groups have made great strides in maturing new IT management processes to accommodate the Digital Age and fast-paced IT market. Innovations include agile acquisition, business process re-engineering (BPR), LEAN Six Sigma, value stream analysis (VSA), and service level management to better enable sourcing of Cloud and other "as a service" offerings. FITARA requirements are designed to streamline IT acquisition. | | | | |
| | Commercial IT management best practices | Example to follow: BPR and VSA have helped GE become a leader in every business unit. | Requires understanding and access to commercial standards | | OMB has embraced service- oriented architecture (SOA) | | Service level management is the preferred enabler for moving towards performance based contracting | |
| | Enterprise architectures guide investment decisions | Components need to embrace use of Business Reference Model (BRM) to articulate gaps | Federal OCIO approach will require a more robust TechStat Dashboard that is maintained both by components and the Under Secretary for Management (USM) | GOVT has a robust enterprise architecture (EA) that is not being fully utilized by Components. Enhancing the Service Component Reference Model (SRM) will improve GOVT embrace of agile acquisition and provide a critical input for making investment decisions | | Need to establish a robust service level management reference guide describing how to create and manage service level architectures (SLAs) and operational level architectures (OLAs). *(ICH has partnered with the nation's leading cloud standards development organizations (SDOs) to provide knowledge for this.)* | | |
| | Risk-based evaluation criteria | Risk and business value tradeoffs are key to initiating successful programs | EO 13636 Risk Management Framework must be used across the acquisition lifecycle to identify and mitigate cyber risks in IT programs, including legacy systems. | | | | When developing performance metrics that align with each critical capability. GOVT OCIO and Component Executives must build these factors into their acquisition language and contracts. | |
| | Business case for all IT investments | | | A strong business case begins with well-defined and prioritized performance metrics | | AoA must spell out lifecycle cost for all make or buy decisions | GAO's recommendations for improving GOVT IT acquisition effectiveness depend on its ability to embrace Agile Acquisition and Performance Based Contracting. | GOVT must increase risk tolerance of acquisition workforce |
| | GOVT CIO oversees / guides investments | All IT programs must have a corporate sponsor throughout lifecycle | Highest priority is to improve infrastructure security by modernizing legacy IT systems. Each new investment must be mapped to mission objectives | Application infrastructure accounts for over 70% of all IT program costs. GOVT must seek to establish governance over common infrastructure services that can be shared and managed as enterprise assets. *(ICH has identified 14 core services that should be considered.)* | | Software development has been frequently identified as the highest risk modernization alternative (prompting the rise of cloud and managed services). Program challenges (e.g., with USCIS Transformation) suggest that agile/SCRUM development efforts MUST be accompanied by robust agile acquisition lifecycle practices that provide sufficient governance and risk management. | | |
| | Commercial-off-the-shelf | | | | | GOVT's omnibus contracts, e.g. Eagle) lack incentives and/or access to | | |

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| | favored | | | | | innovations and non-traditional suppliers | | |

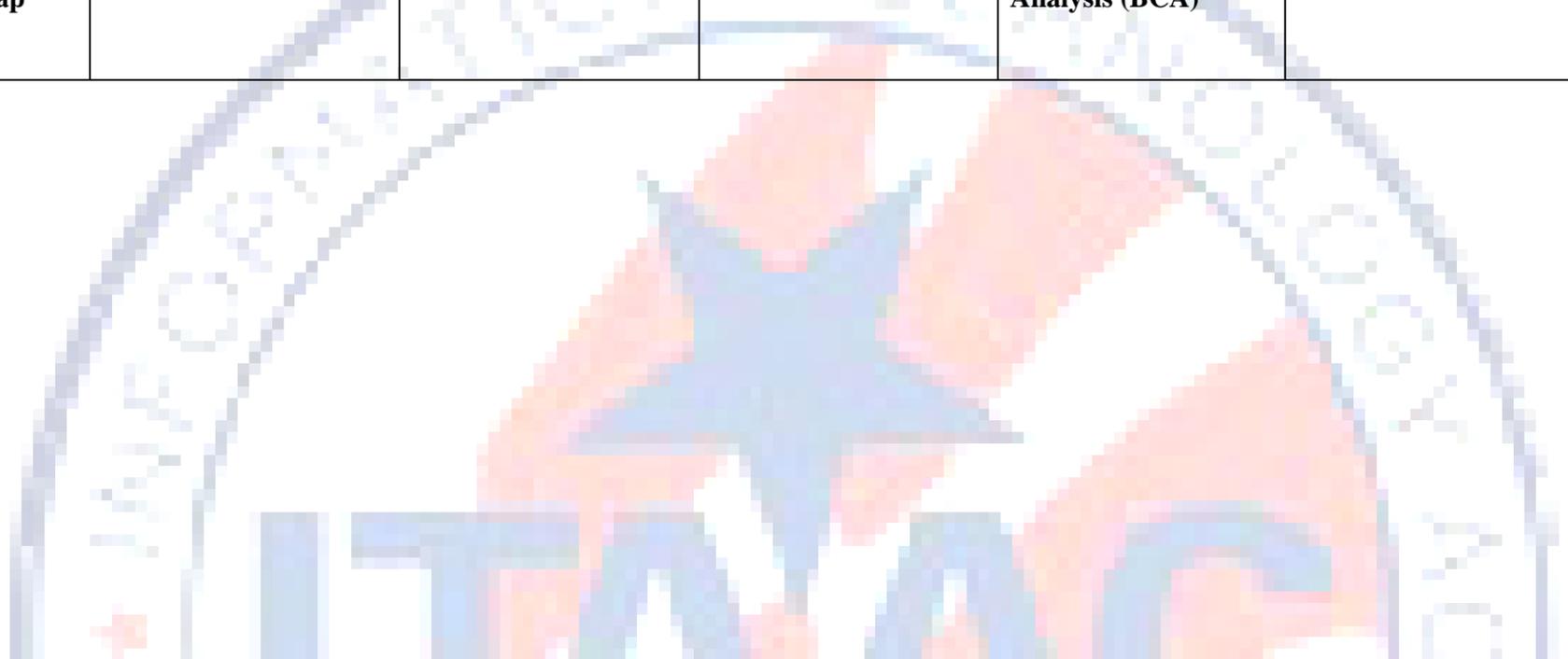| Paperwork Reduction Act | Must justify data collection | | | Both FITARA and Clinger Cohen Act are driving agencies to embrace a data driven, templated process approach to streaming the IT acquisition lifecycle. *(ICH's Acquisition Assurance Method (AAM) provides a fast path for meeting this objective while leveraging standardized ontologies that industry has already embraced.)* | | | | |
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| | Information use plan(s) | | | | | | | |
| | Tested / piloted info collection methods | | | Current information collection requirements to support acquisition oversight can be greatly reduced by establishing a common data model to serve multiple stakeholders. *(ICH has already tested this out with its AAM framework with AF, Navy, CIA, NRO, GSA, GPO, OSD and PTO.)* | | | | |
| | Include intended purpose (limits on use) in info collection forms | | | | | | | |
| | Estimate the paperwork burden | | | GOVT recognizes that its current industrial age acquisition framework puts an undue burden on Components (Evidenced by some who have sought ways of circumventing oversight processes). *ICH's AAM could provide significant a significant savings of oversight documentation.* | | | | |
| | Publish notice of proposed info requirement in the Federal Register | | | | | | GOVT OCIO should partner with S&T to explore ways of reaching non-traditional suppliers and innovators. *IT-AAC's 22 international NGO partners provide much greater access that traditional sources*, | |

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| **OMB's 25-Point Plan** | Point 13. Cadre of specialized IT acquisition professionals | | | GOVT can improve the efficiency and effectiveness of its current IT Acquisition core through a readily available cadre of acquisition experts to provide "Just-In-Time" support. This is necessary when introducing a new process and shifting the acquisition workforce from compliance to an outcome based culture. *ICH has firsthand experience with this challenge and can provide a Just-In-Time Acquisition SWAT team until GOVT builds its own capability.* | | | | |
| | Point 14. Identify and adopt IT acquisition best practices | GOVT Chief of Staff and USM should partner in Unity of Effort activities | GOVT OCIO and CPO need a comprehensive view of all IT assets organized by Category. | GOVT's contracting strategies for SETA needs to consider the work of international standards bodies, non-federal IT communities of practice and other public/private partnerships working in the public interest. The GOVT omnibus (Eagle) contracting efforts are extremely limited to only large and small commercial businesses and reduce opportunities to tap into benchmarked IT best practices. | | | | |
| | Point 15. Contracting guidance and templates support modular development | | | | | | Point 15 and FITARA both call for a template based acquisition model. *ICH's AAM framework provides these templates. The information for developing and populating AAM templates are informed by a network of 22 NGOs/SDOs* | |
| | Point 16. Reduce entry barriers for small innovative technology companies | | | | | | GOVT should include a third category of suppliers for its next round of omnibus (Eagle) contracts that embrace non-traditional suppliers, non-profits and public/private partnerships. | |

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| **Executive Order 13636** | Expand existing GOVT information sharing and collaboration between the government and the private sector | | GOVT NPPD is making great progress on this goal | GOVT acquisition processes need to go farther to incorporate Risk Management Framework and emerging standards like the Consortia for Software Quality (CISQ.org), and Cloud Security Alliance (CSA) who are already collaborating with GOVT and NIST.  GOVT USM (OCIO, CPO), should host periodic Solution Architecture Working Group sessions that educate GOVT leadership and IT Project staff on evolving standards and lessons learned. *ICH can leverage its IT-AAC partnership to bring in this expertise and insights not available from traditional sources.* | | | | |
| | Follow NIST cybersecurity standards and best practices for protecting Critical Infrastructure | | | | | | | |
| | Determine the adequacy of existing | | | As part of GOVT's Unity of Effort, USM should consider a review of current risk management approaches. | | | | |

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| | requirements and authorities; establish additional ones to address risks | | | | | | | |

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| Federal IT Acquisition Reform Act | Enhance agency CIO authority | This must be leadership driven. | | GOVT federated approach to FITARA implementation is a smart move to avert internal clashes seen within other departments. However, there are specific guidelines GOVT will need to embrace that give OCIO greater visibility into *all* IT acquisitions, while delegating authority to implement. The old saying "you cannot manage what you cannot measure" holds true. GOVT OCIO authorities and governance should be greatest with ELAs, Cloud, and Managed Services which would serve all interests. | | |
| | Enhance IT investment transparency and risk management | | | GOVT can greatly improve transparency by establishing a common FITARA reporting data model and shared dashboard. *ICH has offered to contribute its work in this area if GOVT would prefer to adopt vs develop.* | | |
| | Establish portfolio management and periodic reviews | | Robust Portfolio Management - suggest use of a commercial offering that would allow standard | Once GOVT has rolled out a standard Portfolio Management System, it will need to direct each component to register its legacy systems and new programs into this system. This process could be fully automated to reduce the reporting burden on each component. Efforts to build such capability from scratch using simple tools like SharePoint have often fail. | | |

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| | | | Categories of IT management | | | | | |
| | Accelerate agency wide data center consolidation initiative | | | | | | GOVT is a model agency. | |
| | Expand IT acquisition training and use of IT cadres | | | A cadre of acquisition experts to provide Just-In-Time support is necessary when introducing a new process and shifting the acquisition workforce from compliance to an outcome based culture.<br><br>*ICH has firsthand experience with this challenge and believes GOVT's acquisition core could be a driving force for change. See OMB Point 13 comment that reads:*<br>*GOVT can improve the efficiency and effectiveness of its current IT Acquisition core through a Just-In-Time Acquisition SWAT team offered by (ICH) IT-AAC.* | | | | |
| | Maximize use of strategic sources | | | GOVT is doing well, but there are areas for improving Service Level Management and Incentives. | | | | |
| | Establish government-wide software purchasing program under the CIO | | | | | | | |
| **Digital Playbook** | Play 1. Understand requirements | | | Both Agile Development and COTS acquisition depend on this.  S&T is taking a lead role with OCIO EBMO providing support. | | | | |
| | Play 2. Address start-to-finish user experience | | | | *ICH's AAM Framework can improve this experience* | Choice of acquisition swim lanes should be driven by urgency of need and level of risk. | | |
| | Play 3. Make acquisition process simple and | | | | GOVT EBMO and CTO should continue to explore the minimal reporting requirements to satisfy legislative mandates and inherent risk of all s/w development.  GSA's Agile contract has proven out some types of performance based contracting | | | |

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| | intuitive | | | | where government buys an outcome vs Time and Material development. | | | |
| | Play 4. Build using agile and iterative practices | | | | | | | |
| | Play 5. Structure budgets and contracts to support delivery | | | | | | Using Function Point Analysis and automated tools can help control cost and risk | |
| | Play 6. Assign one leader and hold him accountable | | | | | | | |
| | Play 7. Bring in experienced teams | | | GOVT would benefit by setting up several public/private partnerships through S&T that provide a Just-In-Time cadre of experts so it can buy by the bite when needed. | | | | |
| | Play 8. Choose modern technologies | | | | This work depends on a comprehensive understanding of the realm of the possible and related lessons learned from early adopters. | GOVT will need to improve its market research and interaction with the international standards community to accomplish this goal and should consider engaging a wider range of non-traditional suppliers. | | |
| | Play 9. Flexible hosting environment (e.g., cloud-based data centers) | | | | | Consolidation alone provides marginal savings, which can be greatly expanded by codifying a set of common application infrastructure services. | | |

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| | Play 10. Automate testing and deployments | | | | | | | |
| | Play 11. Manage security and privacy through reusable processes | | | *ICH's AAM provides a measurable, reusable and sustainable process that is managed as an open standard. ICH's train and equip approach allows any contractor to embrace this framework without proprietary dependency.* | | | | |
| | Play 12. Use data to drive decisions | *ICH's AAM forms the foundation for accomplishing this important objective. The AAM framework is one of the few that is vendor agnostic and available on the GSA Schedule to any contractor. AAM is unlike many vendor proprietary methods that lock clients into a single supplier.* | | | | | | |
| | Play 13. Default to open systems | | | | Open Systems can only be achieved with the understanding of emerging standards. | | | |