TO: Federal Chief Enterprise Architect - Scott A. Bernard, Ph.D.
FROM: AID/COO - Margaret Sullivan
SUBJECT: USAID Information Technology Strategic Plan Update for FY 2014

USAID respectfully submits Information Technology Strategic Plan (ITSP) FY 2011-2015, updated for FY 2014. This plan meets the requirements established by OMB Memorandum M-13-09 Fiscal Year 2013 PortfolioStat Guidance: Strengthening Federal IT Portfolio Management. This plan represents the foundation for the USAID Enterprise Transition Roadmap, which defines plans to transform the enterprise IT. The ITSP is also an input to our FY 2014 M/CIO Results Framework, a tactical plan which lays out one-year operational results and quantifiable metrics.

Attachments
Tab 1- USAID Information Technology Strategic Plan (ITSP) FY 2011-2015, FY 14 update
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CONTENTS

A MESSAGE FROM THE ACTING CIO ........................................... 1

INTRODUCTION .................................................................................... 2

M/CIO VISION, MISSION, AND GOALS ......................................... 4

Goal 1: Information on Demand ..................................................... 6

Goal 2: Innovation and Process Efficiency .................................... 8

Goal 3: Effective and Efficient IT Services ..................................... 10

Goal 4: IT Workforce Development ............................................. 12

APPENDIX - M/CIO RESULTS FRAMEWORK ............................... 14
A MESSAGE FROM THE ACTING CIO

Transition is a common theme right now in the Office of the Chief Information Officer (M/CIO). We have successfully transitioned to a new email system with a potential savings of $500K annually. We have transitioned from 11 data centers to 9, streamlining the oversight of our infrastructure. The approach to strategic planning will be in transition to accommodate a new annual planning tool from Bureau for Management (M), the Results Framework. Finally, M/CIO is transitioning to new leadership as our previous CIO has moved on to the Department of State. I am proud of what this office has accomplished during the past year, especially as budget restrictions forced us to “do more with less.”

For FY2014, 12 more of the 76 Target Architecture Projects in the Enterprise Transition Roadmap are funded. These projects will improve our infrastructure and enterprise service delivery, helping us to achieve the results planned in this year’s Results Framework. Specific plans this year include:

- **Update IT procurement policies.** Procurement at USAID is governed by the 300 series in the Automated Directives System (ADS), while IT procurement has a stand-alone policy in ADS 546. Integrating these policies is crucial to avoiding duplicative solutions or noncompliant products.
- **Mature and expand access to mobile and cloud-based services.** Our users are offered an increasing number of mobile or cloud-based services, but vendor options and governing regulations are increasing as well. Efforts to formalize decision support will assure that our IT Service Catalog provides options that can be efficiently and securely delivered to our mission users world-wide.
- **Improve overall IT security.** All information and infrastructure is subject to OMB and federal mandates for security. While we mature the security of mobile and cloud-based services, we will also mature the monitoring and response capabilities to protect sensitive information while supporting open data initiatives.
- **Transform IT strategic planning.** During this year of transition, M/CIO will need to accommodate the vision of a new CIO, the monitoring requirements of M Bureau, and increasing demands from users. IT strategic planning is the tool by which M/CIO will manage these changes while maintaining a line of sight from plans to service delivery—all with a commitment to customer satisfaction.

Last year we acknowledged that this was an exciting, challenging time for USAID and M/CIO. That continues to be the case as we prepare to move last year’s ideas into this year’s reality. The nature of USAID demands that M/CIO continue to quickly adopt new solutions as we deliver global IT services. Through this year of transition, we remain committed to helping USAID “partner to end extreme poverty and to promote resilient, democratic societies while advancing our security and prosperity.”

Sincerely,

Jay Mahanand
Acting Chief Information Officer
United States Agency for International Development
INTRODUCTION

Background
The USAID Information Technology Strategic Plan (ITSP) FY 2011-2015 was created to proscribe the role that information technology must play in supporting the Agency's mission. Over the past four fiscal years, the ITSP has enabled M/CIO to align its services to the business needs of USAID. We have driven value across the Agency by tracing business needs to our core IT investments and have facilitated the objectives of the over-arching USAID Forward strategy. Furthermore, the ITSP has reinforced the approach of bringing forth a more dynamic, collaborative, and innovative model for delivering international aid. Each year we have published minor updates to this 5-year plan, as the high-level goals and objectives are enduring. During calendar year 2014, USAID will conduct a new strategic planning cycle, and in early FY 2015, we will publish a new ITSP that covers FY 2015-2019.

Our strategic approach includes inputs from industry experts, technology trends, relevant industry data, and benchmarks from comparable organizations in the public and private sectors. In developing this plan, many sources and references were taken into account, such as the Federal CIO’s 25 Point Implementation Plan to Reform Federal Information Technology Management as well as specific lessons learned from the USAID experience. Furthermore, feedback was gathered from Agency staff all over the world as part of the M/CIO’s strategic outreach efforts, to include the Open Government Partnership. Methods used to collect input included conferences, site visits, and consultations with staff—from top Agency leadership to frontline officers around the world.

The global scope of USAID’s goals and the nature of development work create unique challenges to developing, delivering, and maintaining reliable IT services. While new technologies have opened up new possibilities for international development, demands for IT services that facilitate accountability, cost savings, transparency, and accurate reporting have also increased. We continue to be guided by the following principles:

- USAID staff, regardless of location, require reliable and accessible tools that provide on-demand access to knowledge and information.
- Actively engaging with stakeholders, such as the Department of State, Office of Management and Budget (OMB), the U.S. Congress, and the White House, requires improved quantitative and qualitative reporting capabilities so that USAID can more effectively measure and communicate our development impact.
- USAID ensures its policies align with the OMB’s Digital Government Strategy to support mobile collaboration. Many of our development partners, all working to achieve more with less, are trying to scale and leverage resources through improved collaboration.

Implementation
The M/CIO focuses on providing the services to support and enable
business activities of the Agency by defining IT services that directly align to key business capabilities. This includes a clear mapping of resources to provide services enabling those capabilities throughout the Agency. By focusing investment and funding conversations on service types and specific services, the M/CIO will achieve greater insight into Agency spending across the IT portfolio. This is in alignment with OMB’s portfolio approach of managing IT—based on service performance, value added to the business, and visibility into costs incurred. The following key M/CIO planning documents will facilitate the execution of the ITSP:

- The CIO’s budget.
- IT governance reports.
- Enterprise Target Architecture.
- The Enterprise Transition Roadmap.

In FY 2014 we are placing an increased emphasis on aligning architecture to our IT strategy. The Enterprise Target Architecture will describe the enterprise-wide future state for USAID within the context of strategic business direction of IT performance goals, business applications and services, technology, data, and security. The Enterprise Transition Roadmap will provide a high-level strategic roadmap for IT modernization that supports approved iteration of the Target Architecture. Figure 1 shows the ITSP as a major input to the development of the Agency’s Enterprise Target Architecture. From the target architecture, projects are initiated. Results from the execution, monitoring and control of target architecture and associated projects are ultimately fed back into the IT strategic planning process.

**Measurement**
Our strategic IT direction is presented in terms of four main strategic goals with supporting objectives, initiatives, and key performance indicators (KPIs), which are discussed in detail in the ITSP. To provide accountability on our progress, we will measure and report on these indicators on a regular basis. Additionally, we will report progress on our related Results Framework to M Bureau. The Results Framework consists of a series of annual initiatives and associated metrics across M/CIO (available in the Appendix). In the next planning cycle, in which we publish our follow-on ITSP (covering FY 2015-2019), the M/CIO will seek to streamline our multiple metrics reporting tools into a single dashboard aligned to the new strategic goals and objectives. The intent will be to measure what matters most to USAID and its stakeholders, and to be better prepared to act upon results in order to achieve our IT strategic and operational objectives.

**Figure 1 – IT Strategic Planning and Enterprise Target Architecture Development Process**
M/CIO VISION, MISSION, AND GOALS

Our Vision
Serve as a trusted and collaborative advisor for our customers and be recognized for exceptional customer service, agility, and innovation in our delivery of effective and efficient enterprise information services and solutions that help our customers achieve excellence.

Our Mission
Provide expertise, innovative insights, and superior information management services to our customers to achieve the Agency’s goals and objectives.

Our Goals
(AXXA) M/CIO has established four organizational goals for 2011-2015. These goals align with the Agency’s USAID Forward focus on modernization and operational excellence, while supporting the unique opportunities and objectives of the M/CIO.

Goal 1: Information on Demand - Provide worldwide access to timely, standardized, and relevant data, information, knowledge, and systems.

Goal 2: Innovation and Process Efficiency - Improve the quality and efficiency of Agency operations by employing innovative methodologies, processes, and tools.

Goal 3: Effective and Efficient IT Service - Provide world-class information services to end-users, with greater customer satisfaction at lower costs.

Goal 4: IT Workforce Development - Enable and equip a high performance IT workforce that is highly motivated, customer service oriented, diverse, and focused on common strategic and tactical goals.

Figure 2 – Technology Supports USAID
This figure depicts how we envision technology supporting the Agency’s USAID Forward operating model with the development entrepreneur at its center. The M/CIO is excited to tackle these demands and accomplish our mission to provide expertise, innovative insights, and superior IT management services to enable USAID missions and offices to achieve the Agency’s goals and objectives. Through hard work, focus, and determination, we will achieve the vision to serve as a trusted and collaborative advisor for our customers, recognized for our exceptional customer service,
Table 1: ITSP Goal Alignment with USAID Forward Reform Initiatives

<table>
<thead>
<tr>
<th>USAID FORWARD Initiatives</th>
<th>ITSP Goals</th>
<th>Goal 2 – Innovation and Process Efficiency</th>
<th>Goal 3 – Effective and Efficient IT Services</th>
<th>Goal 4 – IT Workforce Development</th>
</tr>
</thead>
</table>
| Procurement Reform        | • Improve reporting  
• Refresh enterprise standards  
• Leverage tools to promote transparency and visibility | • Increase speed of knowledge transfer  
• Improve ease of use (e.g., single sign-on) | • Private Cloud hosting  
• Streamline integration of management information systems | • Enhance risk management and mitigation  
• Match operation needs to organizational design |
| Talent Management         | • Improve HR data management  
• Improve collaboration among mission workforce | • Expand access for increased transparency  
• Offer secure, mobile access for workforce flexibility | • Support ongoing management reforms with Communications and governance  
• Improve HR IT systems | • Implement Performance Management Plan  
• Develop Organizational Change Readiness Assessment |
| Rebuilding Policy Capacity| • Improve decision making and learning opportunities  
• Innovate with information and pattern analysis | • Unified communications for the USAID workforce  
• Improve response to public health crisis with access to information | • Establish tools and practices for continuous function and efficacy of information systems | |
| Strengthening Monitoring and Evaluation | • Enhance impact evaluation through better data access  
• Offer advanced analytical tools (e.g., statistical, visual, simulation) | • Provide remote access to tools for analyzing and presenting economic data  
• Maintain open and flexible IT environment | • Maintain available, scalable, and responsive IT  
• Support data exchange through Cloud Computing | • Focus staff on stakeholder needs  
• Design tools to support transparency |
| Rebuilding Budget Management | • Manage standard data storage environments  
• Consolidate management information | • Automate and integrate performance management with budget management | • Provide intelligent search engines  
• Published tailored reports with accurate information | • Improve access to data  
• Meet high availability and business continuity service level agreements |
| Innovation                | • Offer enterprise search across all Agency data | • Identify and scale innovations quickly and effectively  
• Deliver field-focused solutions | • Innovate to improve IT services  
• Provide responsive IT services to enable innovation by mission staff | • Implement new IT systems  
• Focus on continuous learning and problem solving skills |
| Science and Technology    | • Enable data discovery, management, qualification, integration, and transfer  
• Analyze Agency information using GIS | • Promote S&T through knowledge sharing with people around the world | • Increase computing power for data analysis and storage  
• Provide responsive IT services to enable development-focused S&T | • Hire staff with technical and science-based backgrounds |

(CXXD)Table 1 summarizes how the ITSP goals support the seven key areas in the USAID Forward reform strategy. By accomplishing the goals, the M/CIO will help achieve President Obama and Administrator Shah’s vision of the United States becoming the global leader in international development. Additionally, the USAID Forward Progress Report 2013 states three mutually reinforcing principles for the Agency:

1. Deliver results on a meaningful scale through a strengthened USAID.
2. Promote sustainable development through high-impact partnerships.
3. Identify and scale up innovative, breakthrough solutions to intractable development challenges.

The M/CIO, through the ITSP, equips the missions and other USAID organizations to realize all three principles. We directly support principle 1 through the execution of our strategic goals and objectives. We will continue to align with higher level Agency strategy as it evolves.
Goal 1: Information on Demand

Provide worldwide access to timely, standardized, and relevant data, information, knowledge, and systems.

*Information on Demand* focuses and coordinates Agency efforts on data, information, and knowledge management. As USAID modernizes and strengthens its operations, we rely to an even greater degree on information for decision-making, performance measurement, and collaboration. The Agency currently employs numerous cuff, or local, function-specific systems, each of which stores and isolates its own set of Agency data. Although we have some centralized business systems, their information is not integrated and we do not provide enterprise-wide information (for example, geographic information).

USAID collects data and generates information throughout its operations, across all regions, programs, and functions. We will continue to expand our efforts to standardize, consolidate, optimize, and secure data, enabling the Agency to meaningfully combine, compare, and analyze it. We will increase access through improved enterprise search and by developing applications that work on mobile devices. Information will be provided in a manner that allows users to securely and efficiently locate, manipulate, and share with colleagues. The critical IT initiative to achieve this goal is Enterprise Data Management. Although in its early stages, this initiative has already started to transform Agency data into a more available, reliable, secure, and usable state.

For *Information on Demand* to be truly successful, its focus should be primarily on information that supports the Agency’s development mission. As such, connections between budget, accounting, and performance information must be improved so that data can be easily and readily accessed by all Agency stakeholders and partners—internal and external, domestic and international. This will enable the ability to expand support for monitoring and evaluation efforts.

*Information on Demand* should result in a single, coherent strategic framework and toolset for information access and sharing at USAID. This Open Government approach is consistent with federal mandates, initiatives, and supports the Agency goals of improving workforce, performance, and budget processes through more data-driven decision-making. USAID aligns its policies to meet the Federal Information Security Management Act (FISMA), with a particular focus on cyber-security.

**WHAT THE ITSP MEANS TO ONE USER:**

**Vision for INFORMATION ON DEMAND**

An Agriculture Officer is traveling through different parts of rural India to meet with farmers in order to understand their business and hear their concerns. A farmer asks, “Which pesticide will protect my crops?” Another farmer asks, “How do you get rid of bugs?” The Field Officer pulls out his mobile phone, launches an agriculture app, and enters his location. The app, which links to an agricultural database along with geolocation services like GPS and Google Earth, instantly delivers the local weather, soil conditions, and information about common pests to the Field Officer and allows him to submit questions to agricultural experts around the world. Information on demand and social networking are connecting farmers to agricultural experts, which is helping to jump-start India’s agricultural practices.
Table 2: Goal 1 - Information on Demand (AXXA)

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Key Performance Indicators (KPIs)</th>
</tr>
</thead>
</table>
| Objective 1.1 – Identify, integrate, and manage data sources and connections | • Percentage of authoritative data sources under M/CIO control  
• Percentage of data integration points implemented  
• Percentage of authoritative data stores covered by assigned roles and rights |
| Objective 1.2 – Provide staff with ability to conduct business anywhere, anytime, with any device (BXXB) | • Baseline Cloud framework and blueprint completed  
• Baseline mobile computing framework and approach completed  
• Percentage of business applications identified to migrate to the Cloud  
• Percentage of business applications identified for mobile platform |
| Objective 1.3 – Provide staff with on-demand access to knowledge and information | • Percentage of Agency data stores covered by enterprise search  
• Percentage of data stores tagged with enterprise metadata  
• Percentage of systems leveraging single sign-on technology  
• Minimized points of entry to access data at any time in any place  
• Percentage of systems integrated into USAID’s intranet/portal |
| Objective 1.4 – Provide access to classified information and integrated IT security | • Percentage of Agency staff with electronic access to classified information |
| Objective 1.5 – Integrate IT security (EXXA) | • IT Security Architecture developed (includes mobility and cloud computing)  
• Improved FISMA rating  
• Baseline Private and Public Cloud Security Service Levels established |

**Information on Demand**
Mission staff have the ability to conduct business anywhere, anytime, with any device. Working when and where we need.
Goal 2: Innovation and Process Efficiency

Improve the quality and efficiency of Agency operations by employing innovative methodologies, processes, and tools.

(AXXB) The M/CIO provides modern IT tools, approaches, systems, and information products to USAID’s mission of economic development, disaster assistance, and democracy promotion to enable the achievement of the Innovation and Process Efficiency goal. This goal builds on current efforts to use social media, collaboration, information sharing, and data management tools across USAID. The M/CIO fosters an environment that promotes innovative uses of science and technology, from new mobile computing technology to streamlined business processes, and a focus on partnership.

Enterprise 2.0 collaboration technologies are helping the Agency to achieve a more innovative and process-efficient organization. Enterprise 2.0 combines the application of next-generation social technologies and business process management and automation tools. Innovation is encouraged and supported by providing USAID users with easy-to-use tools for creating content, working together, and sharing knowledge. USAID’s staff of professionals understands how best to do their jobs, and they know what they need to accomplish difficult tasks in changing and challenging circumstances all over the world.

The M/CIO will empower USAID’s global workforce through new, intuitive tools for users to engage with structured or unstructured Agency data. These tools include search and retrieval, multi-media communications, language translation, online community building, professional networking, geographic information systems, and complex data analysis. In addition, the M/CIO continues to provide business process improvement and automation support to assist the Agency in streamlining and strengthening operations.

Fulfillment of the Innovation and Process Efficiency goal will result in the institutionalization of modern collaboration capabilities into the fabric of the Agency’s work, processes, culture, and toolsets. Across the board, users will be given the technology they need to implement their innovative ideas in support of the Agency mission. Improved and automated business processes will help to rebuild the Agency’s policy capacity, strengthen monitoring and evaluation efforts, and support attracting and retaining a highly skilled workforce.

WHAT THE ITSP MEANS TO ONE USER:

Vision for INNOVATION AND PROCESS EFFICIENCY

A 7.0-magnitude earthquake strikes Quito, Ecuador. Infrastructure damage has rendered most roads impassable. Ecuadorian citizens begin to send text messages about road conditions; trapped people send text messages asking for help. The local USAID Crisis Officer begins collecting these eyewitness reports and places them on a Google map. Within minutes, they prepare situational maps of where people are in need of help, ways to get where the help is needed the most, and roads to avoid due to damage. The innovation of enabling local observers to submit reports using their mobile phones or the internet, while simultaneously creating a temporal and geospatial archive of events, allows USAID to provide humanitarian assistance quickly and efficiently.
Table 3: Goal 2 - Innovation and Process Efficiency

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Key Performance Indicators (KPIs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 2.1 – Ensure proper alignment of IT solutions with future-state business processes</td>
<td>• Percentage of development assistance business processes documented</td>
</tr>
<tr>
<td></td>
<td>• Percentage of IT solutions that support unique Mission business processes (solutions that allow customized processes at the Mission/OU level)</td>
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<tr>
<td></td>
<td>• Processes to retire redundant systems are developed</td>
</tr>
<tr>
<td>Objective 2.2 – Integrate performance management within M/CIO</td>
<td>• Updated Cost Recovery Model</td>
</tr>
<tr>
<td></td>
<td>• Updated IT policies and standards</td>
</tr>
<tr>
<td>Objective 2.3 – Align to OMB and other federal initiatives/mandates</td>
<td>• Improve upon alignment to OMB's 25 Point Plan, FISMA, OMB's Digital Government Strategy, Open Government Partnership, PortfolioStat, and Cloud First</td>
</tr>
</tbody>
</table>

Innovation and Process Efficiency
Utilizing Video Teleconferencing (VTC) capabilities, a global project team discusses progress on their current project. Travel costs are avoided, work continues and deadlines are met. Doing more with less.
Goal 3: Effective and Efficient IT Services

Provide world-class information services to end users, with greater customer satisfaction at lower costs.

(AXXB) The M/CIO is leveraging the most advanced infrastructure technologies, including virtualization, processing platforms, and mobile computing in order to provide the most Effective and Efficient IT Services. Through enterprise system integration and business process improvements, the highest achievable quality of IT services is delivered to Agency offices, regions, bureaus, and missions.

USAID is implementing a sophisticated global computing environment that will include a hybrid Cloud Computing model, leveraging internal infrastructure and external Cloud Computing services. Cloud Computing is a model that uses a global pool of computing resources on an as-needed basis to enable convenient, on-demand network access to all of our enterprise information and tools anywhere in the world.

(XXB) Delivering Effective and Efficient IT Services includes supporting business continuity and disaster recovery by combining improved management with network infrastructure optimization. As we move more services to the Cloud, we will improve storage and access to Agency enterprise information and increase security by reducing the need to retain sensitive data in multiple locations. Technical staff personnel around the world will be able to shift their focus to more development-related activities as we centralize IT service delivery. Experts on M/CIO’s IT staff will have more time to engage with development professionals rather than performing routine maintenance and support functions.

The M/CIO’s expertise in applying Cloud Computing technologies is a powerful new tool to support the Agency’s development mission. We believe Cloud Computing has significant potential to enhance private sector and civil society development in the same way as mobile telephony, but on a much greater scale. We are very excited at the prospect of supporting this emerging strategic trend in Information and Communications Technology (ICT) development assistance with USAID partners.

WHAT THE ITSP MEANS TO ONE USER:

Vision for EFFECTIVE AND EFFICIENT IT SERVICES

An Engineering Officer has spent the last eight hours working on critical designs of Cairo’s water treatment facilities when his laptop crashes. As he troubleshoots the issue, he realizes he has not saved his work for a past few hours, and he only has an hour before submitting his designs to leadership. He fears the worst—having to redo hours of work and submitting work late. His colleague lends a hand by allowing him to use her tablet. He remotely logs on and accesses his document. To his surprise, he realizes he did not lose his work and submits his designs to leadership. By leveraging Cloud technology, the document had not been lost and the officer was able to retrieve his work. Utilizing Cloud applications such as Google Docs helps ensure availability of work; files are automatically saved every few seconds in the Cloud and do not depend on an individual to manually save them.
### Table 4: Goal 3 - Effective and Efficient IT Services

<table>
<thead>
<tr>
<th>Objective</th>
<th>Key Performance Indicators (KPIs)</th>
</tr>
</thead>
</table>
| Objective 3.1 – Improve user satisfaction (BXXA)                          | • Baseline customer engagement in place  
• Improved customer satisfaction rating — including a bi-annual survey, quality of service, and fulfillment rating  
• Percentage of implemented service level agreements (SLAs)  
• Percentage of IT Services fully described in the IT Service Catalog |
| Objective 3.2 – Improve system availability and the Continuity of Operations (COOP) Plan (EXXB) | • System availability metrics reported for IT services improved  
• Reduction in annual operations and maintenance (O&M) costs  
• Percentage of systems holding valid certification and accreditation (C&A) status per the FISMA annual reporting requirement  
• Percentage of common overseas IT infrastructure between USAID and Department of State |
| Objective 3.3 – Engage user community with information, collaboration, and expanded partnerships | • Percentage of Agency staff and stakeholders collaborating online  
• Percentage of Agency staff using CIO/Knowledge Management in-person services  
• Up to 120 Agency staff actively engaged with CIO via IT Champion group  
• Percentage of IT services integrated into USAID’s intranet |

**Effective and Efficient IT Services**

A man works on integrating data across multiple legacy systems so users have the ability to generate business critical reports by accessing only one system, thereby saving valuable time and money.
Goal 4: IT Workforce Development

Enable and equip a high performance IT workforce that is highly motivated, customer service oriented, diverse, and focused on common strategic and tactical goals.

We are institutionalizing a culture of collaboration that incorporates teamwork into job performance, including rewarding and recognizing staff members for their knowledge sharing and contribution to innovative solutions. The organization promotes a culture of continuous learning by enabling effective development programs at all levels.

In addition, the M/CIO ensures high performance by fostering an environment where performance is measured, recognized, and rewarded. Individuals and teams are held accountable for their contributions and leaders model behaviors that reinforce an organizational commitment to achievement.

We support this performance-based culture through technology initiatives that help manage transparency and results. All projects, programs, and portfolios are structured to provide tangible metrics that will be reported through real-time dashboards.

Through these efforts, the M/CIO will continue to enhance its reputation as an IT leader—within the Agency and as a world-class management organization.

WHAT THE ITSP MEANS TO ONE USER:

Vision for IT WORKFORCE DEVELOPMENT

The Branch Chief opens her tablet and her team’s “Corporate Social Profiles” appear with John Smith’s profile blinking urgent. She clicks on John’s profile, and it shows he is delinquent on required annual training and his performance evaluation is due. The Branch Chief clicks on the training tab and available training dates are superimposed over John’s calendar. The Branch Chief contacts John via video chat and John is quickly added to the list of training attendees while a preliminary meeting is scheduled for his performance review.
Table 5: Goal 4 - IT Workforce Development (AXXA)

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Key Performance Indicators (KPIs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 4.1 – Establish an effective multi-sector IT workforce</td>
<td>• Percentage of IT workforce skills requirements met by workforce development plan</td>
</tr>
<tr>
<td>Objective 4.2 – Attract and retain a high-performance IT workforce</td>
<td>• Annual IT workforce retention rate baselined</td>
</tr>
<tr>
<td>Objective 4.3 – Improve workforce processes</td>
<td>• Project Management and Systems Development Life Cycle (SDLC) processes implemented</td>
</tr>
<tr>
<td></td>
<td>Completed baseline process efficiency of the SDLC and change management cycles</td>
</tr>
<tr>
<td>Objective 4.4 – Develop and promote careers and education</td>
<td>• Percentage of goals met on IT staff Individual Development Plans (IDP)</td>
</tr>
</tbody>
</table>

**IT Workforce Development**

A supervisor discusses upcoming training opportunities with his team. He recommends specific courses required for promotion consideration.
# APPENDIX - FY 2014 M/CIO RESULTS FRAMEWORK

## OO1: Technology Adoption - Increase user satisfaction and adoption of M/CIO services

*Maps to ITSP Goal 3: Effective and Efficient IT Services*

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<tr>
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<tbody>
<tr>
<td>Rollout strategy standardized</td>
<td>Training offered on technologies increased</td>
<td>User satisfaction with rollout of new technologies improved</td>
<td>User satisfaction with current M/CIO-delivered technologies improved</td>
</tr>
<tr>
<td><em>Maps to WP 1.d. Baseline of adoption of new tools as rolled out</em></td>
<td><em>Maps to WP 1.a. Baseline % offered training on key technologies</em></td>
<td><em>Maps to WP 1.c. Baseline satisfaction with product rollouts</em></td>
<td><em>Maps to WP 1.b. Baseline adoption of current business services</em></td>
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<thead>
<tr>
<th>Metrics:</th>
<th>Metrics:</th>
<th>Metrics:</th>
<th>Metrics:</th>
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<tbody>
<tr>
<td>1. Percentage of new technology rollouts which follow a standardized rollout strategy</td>
<td>1. Percentage of identified core enterprise information systems and services with training offered</td>
<td>1. Percentage of surveyed users satisfied with the rollout experience</td>
<td>1. Percentage of users satisfied with core enterprise information systems and services</td>
</tr>
<tr>
<td>2. Percentage of target users adopting technology at conclusion of rollout</td>
<td>2. Percentage of core enterprise information systems and services with trained helpdesk support</td>
<td>2. Percentage of surveyed users satisfied with rollout communications</td>
<td></td>
</tr>
<tr>
<td>3. Percentage of target users indicating adoption of technology one year after rollout</td>
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### OO2: Secure Operations Excellence - M/CIO operations and information security Improved

Maps to ITSP Goal 1: Information on Demand and Goal 2: Innovation and Process Efficiency

<table>
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<tbody>
<tr>
<td></td>
<td>Operations: Time for laptop/desktop recovery, worldwide at facility improved Maps to WP 2.a. Baseline 90-minute guarantee flip &amp; flush worldwide at facility</td>
<td>Operations: Adherence to IT governance increased Maps to WP 2.b. Baseline certification at CMMI level 3; ITIL level 4 (not measuring this)</td>
<td>Operations: Number of services accessible via self-help increased Maps to WP 2.c. Baseline of % services available via self-help</td>
<td>Security: FISMA score improved - to above 85% Maps to WP 2.d. Obtain at least 60% FISMA score</td>
</tr>
<tr>
<td>1. Percentage of users returned to service within 90 minute window</td>
<td></td>
<td></td>
<td>1. Percentage of core enterprise information systems and services for which self-help services are available</td>
<td></td>
</tr>
<tr>
<td>2. Improved service response time to users</td>
<td>1. Percentage of IT projects following adopted IT governance processes for new development</td>
<td></td>
<td>1. Percentage of Agency FISMA reportable systems with a current ATO (IA/Sharon R)</td>
<td></td>
</tr>
</tbody>
</table>
## OO3: Information - Access and presentation of securely delivered information improved

*Maps to ITSP Goal 1: Information on Demand*

### Metrics:

1. Percentage of enterprise information systems and services providing role-based access controls
2. Percentage of enterprise information systems and services accessed through SSO collaboration portals

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<tbody>
<tr>
<td>Enterprise information systems and services available via role-based authentication</td>
<td>Enterprise information systems and services searchable from a single site outside USAID</td>
<td>Enterprise information systems conform with data quality standards and procedures</td>
<td>Phase One of the existing USAID Intranet is modernized with services that provide effective, adaptive collaboration capabilities</td>
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<tr>
<td>Maps to WP 3.a. 5% of information services available via roles</td>
<td>Maps to WP 3.b. % of program cycle information searchable via roles from one place outside USAID</td>
<td>Maps to WP 3.c. Enterprise systems have their data quality measured, monitored, and evaluated against standard policies and processes controlled by the data governance function</td>
<td>Maps to WP 3.d. Modernize the USAID information collaboration portal</td>
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### OO4: Optimized and Resilient Infrastructure - Infrastructure supporting all services is reliable, efficient, and meets Service Level Agreements

**Maps to ITSP Goal 3: Effective and Efficient IT Services**

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<tr>
<td>Wireless network deployed to USAID missions</td>
<td>Enterprise information systems and services are internet accessible</td>
<td>&quot;Bring Your Own Device&quot; policy in place and adopted</td>
<td>Mission critical services are hosted on optimized and resilient infrastructure</td>
<td>All USAID staff can access enterprise resources using mobile devices</td>
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<tr>
<td>Maps to WP 4.a. 20% of missions have guest wireless access</td>
<td>Maps to WP 4.b. 20% of enterprise apps internet accessible</td>
<td>Maps to WP 4.c. Baseline BYOD policy in place and 30% adoption</td>
<td>Maps to WP 4.d. Infrastructure uptime baselined</td>
<td>Maps to WP 4.e. Baseline mobility access</td>
</tr>
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**Metrics:**

1. Percentage availability of mobile access infrastructure and applications
2. Percentage of incidents resolved within the Service Level Agreement windows

### OO5: Improved Direct Hire Workforce - Enable and equip a motivated, customer-service focused workforce

**Maps to ITSP Goal 4: IT Workforce Development**

<table>
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<tr>
<th>Intermediate Result 1:</th>
<th>Intermediate Result 2:</th>
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<tbody>
<tr>
<td>M/CIO organization and culture are aligned to its strategic needs</td>
<td>M/CIO staff participate in user-centric, customer-oriented training</td>
</tr>
<tr>
<td>Maps to WP 5.b. Baseline M/CIO DH retention rate</td>
<td>Maps to WP 5.d. Baseline % staff goals met on IDPs</td>
</tr>
</tbody>
</table>

**Metrics:**

1. Rate of M/CIO staff retention

**Intermediate Result 1:**

- M/CIO organization and culture are aligned to its strategic needs
  - Maps to WP 5.b. Baseline M/CIO DH retention rate

**Intermediate Result 2:**

- M/CIO staff participate in user-centric, customer-oriented training
  - Maps to WP 5.d. Baseline % staff goals met on IDPs

**Metrics:**

1. Percentage of M/CIO staff stating that they understand/value the Agency mission
2. Percentage of M/CIO staff agreeing with "workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals"

1. Percentage of staff that participate in customer-oriented training
2. Percentage of staff training plans completed