



#### 4. KEYS FOR IMPLEMENTATION

The previous chapter introduced several opportunities for increasing value. This section looks at the Department's capability to deliver this value. Clearly, the target will be to focus on highly developed and valuable opportunities while continually improving the Department's capability to deliver as shown in Figure 11.

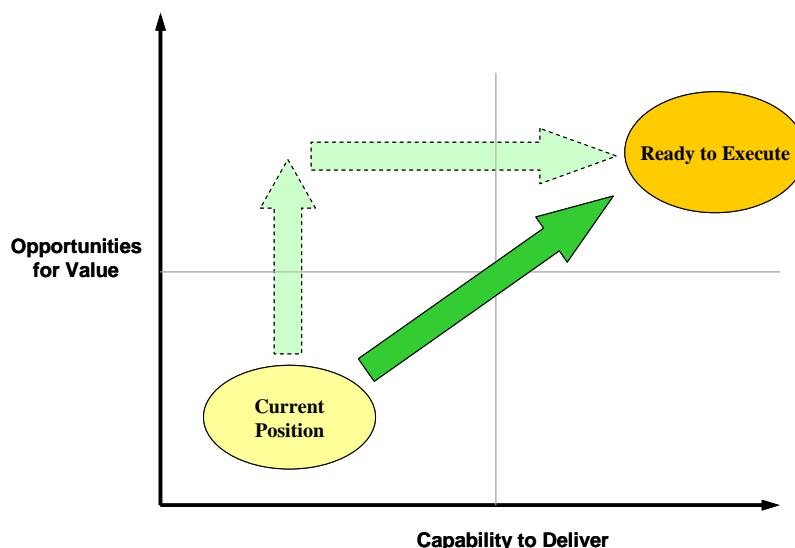


Figure 12: DOJ Maturity of Vision and Capability

In implementing the strategic initiatives, we see the following dimensions as key to improving the Department's delivery capability:

- Operational excellence
- Evolving the business model
- Organizational implications including management requirements
- Stronger cross-organization governance and policy support

For these dimensions, DOJ will continue to rigorously develop our understanding of where we are, where we need to be, and how we get there. Closing the gap involves making decisions about fundamental change in how we operate. Therefore, this analysis must involve key stakeholders: IT leadership across the Department; Budget and Finance leadership; and Department and Component Executive leadership. Then, together with our stakeholders, making the trade-offs between our ability to absorb change, the value enabled by the change compared to the risk, and the level of executive sponsorship across the Department move to close the identified gaps.



## 4.1 Operational Excellence

A core prerequisite for success in delivering on this plan is the ability to undertake IT projects and operate IT infrastructure with operational excellence. IT projects are complex and fail to deliver on cost, time-to-delivery, quality, and business expectations at a high rate. Many of the risk factors for these failed projects —a federated distributed operating environment, very large-scaled operations, and a rapidly evolving mission environment —are present within the DOJ environment. Furthermore, customer expectations for user experience, service levels, and degree of data integration and performance are constantly rising due to both the pervasiveness of IT in popular culture, the reality of the modern online consumer experience, and the centrality of IT to enabling mission performance.

Therefore, it is incumbent on the Department to focus on the critical operational drivers that can reduce the inherent risk factors present within DOJ, while at the same time implementing world-class IT operations, business practices, and tools that can deliver the service levels and performance expectations of mission Components.

Improving IT management effectiveness is a constant focus, and IT organizations across the Department have successfully instituted and are continually improving practices, policies, and procedures along these lines. The key issue then will be to leverage the solid work being done in some Components in implementing business standard processes and broadening and standardizing those implementations across the Department to support shared solutions and infrastructure.

## 4.2 Evolving the Business Model

Much of government IT exists in stove-piped silos —meaning that applications are funded, developed, and operated in a manner independent from other IT activity. This is true as well within the DOJ environment. Fundamental to successful implementation of this ITSP is breaking down these silos with a focus on enterprise solutions; interoperability across those solutions; and consolidated, optimized, and, when appropriate, centralized common services. To change this behavior, DOJ needs to fundamentally change its business model.

The business model includes how to establish and track service levels; how to determine the optimal cost structure to support effective delivery of shared solutions and infrastructure, both in cases where funding is provided up front and metered with the delivery of the service; how to establish prospective cost and service expectations that are mutually agreed to by the provider and the consumer of the service; how to manage deviations from expected service levels; how to establish appropriate and manageable terms and conditions that accompany the service; and how to bill, collect, and report on the service.

Currently the Department leverages the Working Capital Fund (WCF) to bill Components for shared services and infrastructure. Progress has been made to bring the cost and billing structure for shared services more in accord with actual direct costs for specific services. However, there are still charges that are not explicitly linked to services and service levels delivered. JMD must do a better job of exposing the specific purpose of charges, how the cost is allocated to individual Components and the basis of that allocation, and the benefits that the Components receive for the cost billed.



With infrastructure shared services in particular, OMB, through the ITI Line of Business, is moving rapidly toward a metrics driven approach to driving consolidation, standardization, and optimization. Specifically, OMB is establishing government-wide benchmark metrics and measures for service levels and cost across infrastructure functions such as networks, IT operations, end-user computing, and data centers. OMB plans to utilize their independently established metrics to evaluate effectiveness and consistency of existing infrastructure costs across the Federal Government. Agencies will be given the opportunity to justify their decisions. If they are unable to do so, OMB will then use its authority to force movement to more cost-effective, improved service alternatives. It is incumbent on DOJ to get out in front of this effort by adopting OMB's approach and implementing it within the Infrastructure Segment Architecture target model.

The target business model will more closely align internal cost and billing models to actual direct costs. Furthermore, it will provide meaningful guidance to allow Components to realize cost savings as they are realized and reinvest in Component mission support as appropriate to the accelerated implementation of the ITSP. Finally, the target business will include processes and measures for evaluating services against agreed-to service levels and for providing greater transparency on billing that directly ties charges to services received.

#### **4.3 Stronger Cross-Organization Coordination, Governance and Policy Support**

Currently, IT is organized across the Department as relatively independent Component-based entities. Among the Components, JMD has a significant emphasis on delivery and operation of DOJ-wide Enterprise Solutions and infrastructure, although there are notable pockets of shared activity elsewhere including Terrorist Explosive Device Analytical Center (TEDAC) with Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) and Federal Bureau of Investigation (FBI) and the Organized Crime Drug Enforcement Task Force (OCDETF) with the Drug Enforcement Administration (DEA). However, as the Department moves toward increasing the development and use of shared solutions, information and infrastructure, it is critical to assign clear responsibility for operating and delivering these shared capabilities.

In some cases such as Records Management, and Security and Privacy there are already naturally aligned entities (DOJ Records Management Office and Records Council; DOJ OCIO ITSS) that currently have policy and oversight responsibility Department-wide, and where the overall cross-Component model works well and can be further extended.

Governance concerns for cross-Department solutions include those to manage and oversee product management, as well as joint issue resolution. Product management is forward looking and includes the processes for ensuring stakeholder input and buy-in for solution requirements and implementation approaches. Issue resolution includes both operational issues as well as forward-looking concerns that cannot be addressed via conventional product management activities and need to be escalated through standard and repeatable processes. Currently the model is program specific —for example the governance structure for the LCMS is across the U.S. Attorneys and the DOJ Litigating Divisions. It is likely that governance structures will need to be put in place for the management and evolution of shared assets, with membership including appropriate personnel from each Component with mission equities in that segment. The LCMS governance model example is precisely the sort of structure that could be expanded.

The CIO Council and the Department Architecture Advisory Board (DAAB) can provide the necessary forums for establishing shared standards, overall management, and oversight processes and provide guidance and resolution for exception cases.



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Finally, looking across all of the dimensions it is clear that there is a need to formulate DOJ-wide policy and to validate and align these policies with non-IT stakeholders, including budget and finance, general council, senior Department leadership, and with issues across the Components. Indeed, the stakeholders in the vetting process will need to include OMB and the pertinent Congressional Committees and Appropriators. Policy needs to cover the DOJ-wide implementation, participation and business model.