

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



# IT Strategic Plan 2010 - 2013

**Chief Information Officer**

*A New Day for the Civil Service*

April 2010

# Message From the Chief Information Officer



The Office of Personnel Management (OPM) is pleased to present the Agency's Information Technology (IT) Strategic Plan for Fiscal Years (FY) 2010–2013. The Plan establishes a new direction for improving support to OPM's mission of recruiting, retaining, and honoring a world-class workforce to serve the American people.

The Office of the Chief Information Officer (OCIO), along with its IT partners, is responsible for the successful introduction of technology to support OPM's strategic goals, as well as the tools and infrastructure needed to deliver world-class services to the federal workforce and retirees. We will provide innovative technologies and IT services by: directing the implementation of the Agency's IT architecture to ensure integration of IT components with each other, including reviews to ensure design consistency and compliance with federal standards; managing compliance with oversight directives, including IT security and privacy programs for the Agency; managing government-wide and agency-specific programs in such areas as records management, forms management, and paperwork reduction, to ensure information and records under OPM's control are managed in the interests of the American public; working with other agencies on government-wide projects, such as e-Government; and leading the development of long-range IT human resource (HR) strategies for the Government as a whole.

The challenges currently facing OPM include the ever-growing need to adopt leading edge technologies while protecting the data with which the Agency is entrusted. In this IT Strategic Plan, we outline how IT and information and records management will support the OPM Strategic Plan and goals. We also affirm our commitment to bring quality IT products and services and a state-of-the-art technology platform to OPM business operations and the American public.

The success of this IT Strategic Plan will depend on the commitment at all levels of OPM to helping the Agency's IT staff achieve the goals and objectives of this Plan. We will continue to assess our accomplishments and identify additional goals and measurements to advance OPM's mission.

Mathew Perry

Chief Information Officer (CIO)

## OPM Mission Statement

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*Recruit, Retain and Honor a World-Class Workforce to Serve the American People*

## OPM Vision Statement

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*The Federal Government will Become America's Model Employer for the 21st Century*

## OPM Values

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### **SERVICE**

*We pledge through our oath to encourage and support those who serve the wider public or community through their work as Federal employees*

### **RESPECT**

*We extend consideration and appreciation to employees, customers and stakeholders fostering a fair, open and honest workplace environment. We listen to the ideas and opinions expressed by others. We treat others as we would wish to be treated.*

### **INTEGRITY**

*We uphold a standard of transparency, accountability, and reliability. We conscientiously perform our operations to promote a Federal workforce that is worthy of the public trust.*

### **DIVERSITY**

*We honor our employees and customers through inclusiveness and respect for the various perspectives and backgrounds that each brings to the workforce.*

### **ENTHUSIASM**

*We embrace our work and the challenges of the future with excitement, energy, and optimism. We are open to the myriad possibilities of change and eagerly unite in the spirit of "yes we can."*

### **EXCELLENCE**

*We fulfill our mission by providing relevant and timely products and superior customer service that reflects our commitment to collaboration and the highest standards of quality.*

### **INNOVATION**

*We constantly seek new ways to accomplish our work and to generate extraordinary results. We are dedicated to delivering creative and forward-looking solutions and advancing*

## **OCIO Mission Statement**

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*We are committed to delivering innovative, cost-effective, and secure IT solutions and infrastructure that support OPM's programs and initiatives*

## **OCIO Vision Statement**

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*We are a model information and technology center recognized for strategic thinking, proactive leadership, collaborative partnerships, and innovative solutions advancing OPM's mission to recruit, retain, and honor a world-class workforce to serve the American people*

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# Executive Summary



## Purpose

The purpose of the Office of Personnel Management’s (OPM) Information Technology (IT) Strategic Plan for Fiscal Years (FY) 2010–2013 is to establish an agency-wide vision, a direction, and priorities for OPM’s investments in information and records management, IT and IT operations so that they promote the achievement of OPM’s mission and business outcomes. This Plan describes how OCIO strategies, goals, and objectives align with the mission, vision, values, and daily operations identified by the Director of OPM in the Strategic Plan for 2010–2015. This IT Strategic Plan identifies the implications outlined in OPM’s business strategies and integrates them into implementable objectives associated with key performance indicators (KPI).

Several drivers—both internal and external to the Agency—have directly influenced the contents of this plan. Internal business requirements, internal technology requirements, open government requirements, and requirements mandated by the federal IT environment drives OPM’s decisions. The development of this IT Strategy considered all aspects of IT, including decisions, investments, management, operations, technology selection, and implementation. The IT Strategic Plan considers both OPM’s current environment and future strategic objectives. The IT Plan provides OPM with a set of strategic guidelines for modernization and a high-level roadmap of objectives to support the business and OCIO strategies. It provides the strategic direction that OCIO has undertaken, along with details required to execute and implement the proposed strategies over the next 3 years.



## Introduction

The Office of Personnel Management (OPM) works with the President of the United States, Congress, cabinet-level departments, agencies, and other stakeholders to implement human resource (HR) management policies to build a high-performing workforce that allows federal agencies to accomplish their missions. OPM's mission is to "recruit, retain, and honor a world-class workforce to serve the American people." OPM's strategic goals include recruiting and hiring talented and diverse citizens for federal service; supporting and developing the federal workforce through training, benefits, and work-life balance; ensuring the federal workforce is fully accountable; recognizing and rewarding exemplary performance; and honoring service. In addition, OPM provides a broad range of support services and products to the Federal Government, such as conducting background investigations; administering health benefits, life insurance, and retirement benefits; serving as a consolidated source of HR data; and overseeing merit systems accountability programs in the Federal Government.

OPM's IT assets are integral to the accomplishment of the Agency's mission. IT is managed at OPM through various management and governance processes: capital planning and investment control (CPIC); Enterprise Architecture (EA) planning; management of compliance and oversight directives, including IT security and privacy program management; and System Development Life Cycle (SDLC) management.

This IT Strategic Plan encompasses information and records management services and activities across OPM and addresses a broad spectrum of technology services envisioned by OPM. It also describes the alignment between OPM's strategic goals and mission and the Agency's IT objectives.

## Evolution of IT at OPM

OPM's IT infrastructure and architecture have evolved dramatically. In the mid-1990s, OPM, like many other agencies, was considered to be stove-piped and decentralized. OPM had multiple customer- or application-centric mainframe data centers, local area networks, and wide area networks managed by program organizations. These technologies were in need of coordination and consolidation.

In 1995, downsizing at OPM tied to budget reductions forced a re-evaluation of OPM's IT and resulted in the consolidation of data centers and infrastructure. This movement coincided with the enactment of the Clinger-Cohen Act in 1996, which established accountability for ensuring the use of IT to support the Agency's mission. The consolidation of IT management also coincided with the appointment of OPM's first Chief Information Officer (CIO). OCIO began its re-evaluation by developing an Architecture Vision, which later evolved into the Agency's EA. The OPM EA, guided by the Federal Enterprise Architecture (FEA), defined OCIO's IT management principals, goals, and objectives and established a roadmap to achieve the EA vision of centralizing and managing OPM's IT infrastructure for the benefits and efficiencies that can be realized through technology.

OCIO continues to implement its EA vision and has already achieved a high level of integration and standardization. For example, OCIO has standardized its hardware and software environments, operating systems, office automation tools, and e-mail. OCIO has also centralized its help desk, network engineering, network administration, and technology refreshment management. In addition, OCIO has used its EA vision as the basis for developing an Agency-wide IT security program and Agency-wide SDLC management approach. OCIO has also developed IT and EA governance processes to oversee the

Agency's use of IT. For example, IT CPIC processes, which the CIO manages, engage OPM's most senior executives in IT oversight to ensure the investments support the Agency's mission.

In 2010, OPM is continuing to make effective use of IT despite the challenge of resource constraints. In recent years, OPM has encountered issues that, unless addressed, will be detrimental to the Agency over time. For example, key infrastructure (e.g., hardware and software tools) is aging and in need of modernization. Necessary funding to accommodate a refresh of technology, equipment, and staffing is severely lacking, delaying the required modernization of the agency's IT infrastructure. Several mandates and requirements remain unfunded. In addition, OPM continues to face a lack of personnel with the appropriate skill set to support the legacy technology. Although OCIO continues to effectively manage its IT spending, issues of adequate funding remain in the forefront of OCIO priorities. It is hoped that these will be resolved expeditiously.

In January 2010, OPM implemented an agency reorganization that shifted priorities toward a focus on business functions. OPM now comprises five core mission business lines:

- **Employee Services:** Provides policy direction and leadership in designing, developing, and promulgating government-wide HR systems and programs for recruitment, pay, leave, performance management and recognition, employee development, work-life/wellness programs, and labor and employee relations; provides technical support to agencies regarding the full range of HR management policies and practices, including veterans' employment and agency program evaluation; manages the operation of OPM's internal HR program.
- **Retirement and Benefits:** Is responsible for government-wide administration of the following: developing and providing federal employees, retirees, and their families with benefits programs and services that offer choice, value, and quality to help maintain the Government's position as a competitive employer; administering the Civil Service Retirement System (CSRS) and the Federal Employee Retirement System (FERS), serving 2.5 million federal retirees and survivors who receive monthly annuity payments; negotiating and administering health benefits contracts for the Federal Government; administering the Federal Employee Group Life Insurance (FEGLI) program covering employees, retirees, and their families; administering three voluntary, enrollee-pay-all programs: long-term care insurance program, flexible spending accounts for medical and dependent care expenses, and a group dental and vision insurance program.
- **Merit System Audit Compliance:** Ensures through rigorous oversight that federal agency HR programs are effective and meet merit system principles and related civil service requirements.
- **Federal Investigative Services:** Ensures the Federal Government has a suitable workforce that protects national security and is worthy of public trust; is responsible for providing investigative products and services for more than 100 federal agencies to use as the basis for security clearance or suitability decisions as required by Executive Orders and other rules and regulations (OPM provides more than 90 percent of the Government's background investigations).
- **HR Solutions:** Provides services that assist the Federal Government in achieving its missions by partnering with agencies to provide effective HR solutions that develop leaders, attract and build a high-quality public sector workforce, and transform agencies into high-performing organizations; offers services that enhance agencies' ability to attract and acquire specific talent.

OCIO will manage and implement IT investments that support the OPM Strategic Plan in a cost-effective and well-managed manner to support existing federal government initiatives, requirements and trends, such as recent transparency initiatives (e.g., Open Government, federal IT Dashboard reporting). OCIO will provide ongoing guidance in IT use and management through OPM's Strategic Plan, EA, Annual Performance Plan, and ongoing partnership with OPM program offices through the common services program.

### Critical Success Factors

OCIO believes the following factors are critical to IT service delivery and achievement of strategic goals. These factors can help ensure the successful execution of the IT Strategic Plan:

- Willingness of OPM staff to embrace openness and change
- Willingness of OPM senior executives to serve as stewards of IT and ensure IT supports OPM's mission
- Willingness to keep things that work and get rid of those that don't - whether it is a legacy software application, broken business process or failing project - reallocating resources to better investments
- Sufficient resources to support initiatives with skilled personnel, funding, and time
- Active and visible senior management support
- Well-defined and disciplined processes for information capture, stewardship, and quality and accuracy assurance of OPM information and records
- Education and training that enables employees and customers to adopt new technologies

### Environmental Factors

The following are environmental factors that will inherently influence OPM IT services:

- **Aging Federal Workforce:** OPM must prepare for a significant increase in federal workforce retirees in the upcoming years because of the aging of the "baby boomer" generation. It will be the Agency's responsibility to roll out retirement benefits and claims for a greater population than that which OPM is accustomed.
- **Health-Care Reform Legislation:** OPM is closely monitoring the developments of health-care reform legislation. OCIO must be prepared to create and stand up a new health-care system for all uninsured citizens.
- **Presidential Initiatives:** OCIO is paying close attention to ever-emerging technology-related Presidential initiatives. OCIO will prepare to address any technology initiatives that may arise. Currently, OCIO is addressing transparency and accountability in its IT strategic approach because both have been identified as essential regarding the intersection of IT and modern government organizations.
- **Increased emphasis on Cyber Security and PII:** OCIO will effectively utilize cyber security, privacy, and information security measures (i.e. Firewall establishment, data encryption, anti-virus software, etc.) as they relate to the protection of OPM infrastructure containing Federal employee and citizen Personally Identifiable Information (PII). OCIO is working to continue to avoid the unauthorized exposure of OPM sensitive employee data and information.

## Guiding Principles

The following guiding principles were utilized during the creation of the IT Strategic Plan, ultimately driving the creation of the IT strategic goals and objectives. These principles form the common themes embraced by OCIO and provide broad guidance for the IT planning process:

- **Shared Services:** Centralize OPM functions and services into cloud computing or virtualized environments resulting in improved processes and cost savings. Pursue the consolidation of like IT functions across the Agency into shared service pools.
- **Efficiency and Economies of Scale:** Provide streamlined services to the Federal Government and citizens by effectively utilizing resources; leverage economies of scale in acquisition, design, and implementation of IT assets to serve OPM and the public.
- **Reliability/Uniformity:** Streamline OPM processes into common or shared processes leading to significant increases in interoperability, information sharing, and knowledge management.
- **Transparency:** Collaborate and share information across OPM and externally to increase accountability and promote informed participation by the public.
- **Customer Service:** Service is implicit in OPM's name and mission; a major principle of OPM is instilling and maintaining the spirit of customer service in every employee, and it is the job of every employee to deliver exceptional customer service.
- **Time to Market:** Reduce the time OPM employees have to wait for the benefits of IT solutions by utilizing consumer technologies, agile methodologies and iterative implementation.
- **Managed Diversity:** Provide the tools that knowledge workers need to be productive, allowing those workers to choose from a broad pool of client devices and software applications while maintaining a commitment to cost savings for the Agency.

# IT Strategic Goals



*“Achieving strategic goals...may not be easy, but doing so is absolutely necessary to make the Federal Government the model employer in the United States, and OPM its model agency.”*

*John Berry, Director of OPM*

To realize the IT mission and vision, OCIO has identified four strategic goals that will guide IT decision-making processes and IT personnel as they perform their mission in support of Agency business. The goals are the following:

#### **INNOVATION**

*Enable the 21<sup>st</sup> Century workforce by providing the tools that inspire innovation, promote learning and make collaboration seamless*

#### **OPERATIONAL EXCELLENCE**

*Develop and implement comprehensive IT governance and management practices*

#### **MISSION FOCUS**

*Deliver IT solutions that are customer-focused and driven by the needs of OPM*

#### **WORLD-CLASS WORKFORCE**

*Recruit and develop the best information and technology management workers in the Federal government*

# INNOVATION

## Goal 1: Enable the 21st Century workforce by providing the tools that inspire innovation, promote learning and make collaboration seamless.

This goal is focused on modernizing OPM's IT solutions and infrastructure because these components have a significant impact on information and service delivery. OCIO will continue to expand its enterprise-wide approach to modernize its IT environment, which will improve Agency IT asset utilization, system reliability, and availability and achieve cost savings. Presidential initiatives outline the need for transparency and accountability (as a recent example, OMB M-10-06 states that Government must be transparent, participatory, collaborative and accountable). Therefore, OCIO will strengthen its IT security management and data storage as OPM examines and implements new information sharing methods. Data center optimization will continue to be a high priority to reduce the overall cost of operations and energy consumption by OCIO, resulting in effective asset utilization and execution of processes. OCIO will implement innovative practices, such as green IT and cloud computing, to ensure the successful modernization of OPM's IT solutions and infrastructure.

Goal 1 will directly assist OPM modernization programs, such as RSM and Consolidated Business Information System (CBIS), in the review and assessment of 80 legacy systems used to support retirements and trust fund administration. To reduce costs and gain other efficiencies, OCIO will leverage the best of OPM's existing systems while promoting new ideas, such as OPM's Open Government Flagship Initiative, needed to deliver business services across the Agency.

### Benefits

• Streamlined operations	• Cost reductions	• Improved information security and privacy
• Improved collaboration	• Increased system performance reliability	• Energy conservation and environmental awareness
• Improved disaster recovery capability	• Knowledge worker	• More informed public and agencies

The following objectives support the achievement of Goal 1:

- **1.1 Data Center Optimization:** Streamline data center operations and infrastructure to eliminate costly redundancies; minimize servers, storage, and application sprawl; simplify day-to-day management and maintenance.

<b>Key Performance Indicator(s)</b>	• Physical to Virtual ratio on servers
	• % data center utilization

- **1.2 Cloud Computing:** Leverage cloud computing technologies, such as on-demand-capacity, to achieve scalability, cost efficiencies, and improved system utilization; tailor technology to business line needs through an appropriate blend of internal and external cloud platforms.

<b>Key Performance Indicator(s)</b>	• # of applications hosted in external cloud(s)
	• O&M dollar savings from previous year due to cloud computing

- **1.3 Platform Modernization:** Minimize and upgrade software versions and develop standardized platforms, including hardware, that result in a more reliable and stable IT environment.

<b>Key Performance Indicator(s)</b>	• % reduction in Hardware/Software/OS platforms
	• # of legacy systems

- **1.4 Shared Services:** Increase agility, modularity, and reuse of systems using open standards and modular architecture to enable more rapid deployment of IT capabilities, such as service-oriented architecture (SOA).

<b>Key Performance Indicator(s)</b>	• Time to Market
	• # of shared services
	• # of systems per shared service

- **1.5 Network:** Improve the performance of OPM’s communication/network resources to ensure OPM personnel can access systems whenever and wherever they need.

<b>Key Performance Indicator(s)</b>	• Bandwidth per port (Internal Buildings Only)
	• Bandwidth available into OPM
	• Bandwidth available out of OPM
	• % network availability

- **1.6 Green IT:** Reduce power consumption through the appropriate blend of equipment by implementing green IT practices.

<b>Key Performance Indicator(s)</b>	• Power Usage Efficiency
	• % of IT equipment using “green” settings
	• % of IT equipment that is ‘green’ certified

- **1.7 OPM Labs:** Implement a highly focused innovation team to develop systems and applications using emerging technologies.

<b>Key Performance Indicator(s)</b>	• # active projects in OPM Labs
	• % of OPM Labs projects brought to market



# OPERATIONAL EXCELLENCE

## Goal 2: Develop and implement comprehensive IT governance and management practices.

OCIO will continue to develop and strengthen its IT governance processes to ensure that OPM's IT infrastructure supports its mission and the implementation of its strategic goals. OCIO will work to: develop an integrated IT Portfolio Management program; strengthen the Agency's Enterprise Architecture and integrate its use more fully with IT Capital Planning and Investment Control (CPIC); and update its cost estimation and assessment, project management, performance assessment and acquisition processes. OCIO will provide guidance in planning, budgeting, managing, and implementing IT investments and evaluating their cost, status, and effectiveness. OCIO will identify improvements to its IT portfolio in relation to OPM's business needs. OCIO will continue to manage and improve OPM's IT infrastructure, defining technical standards to ensure IT systems are interoperable, leverage existing IT resources where possible and eliminate costly redundancies.

In addition, a number of practices are underway in OCIO business lines that also demonstrate a continued commitment to comprehensive IT governance and management practices. For example, OPM has established a team to review the *Guide to Cost Estimating and Assessment* published by the Government Accountability Office and to establish the processes and tools for using the *Guide* for program cost estimation and budget planning in accordance with OPM policy. Programs such as the Retirement Systems Modernization (RSM) program performed business case analyses and program cost estimates in accordance with the *Guide*.

### Benefits

<ul style="list-style-type: none"> <li>Accountability for ensuring IT initiatives support the Agency's strategic mission</li> </ul>	<ul style="list-style-type: none"> <li>Standardization of governance procedures for seamless execution of initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Integrated processes that affect IT planning and implementation</li> </ul>
<ul style="list-style-type: none"> <li>Clear direction for and expectations of OPM workforce</li> </ul>	<ul style="list-style-type: none"> <li>Cost savings and avoidance; less redundancy</li> </ul>	<ul style="list-style-type: none"> <li>Well-informed decision making</li> </ul>
<ul style="list-style-type: none"> <li>Improved OCIO management function integration and program collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Successful IT investments</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of program goals</li> </ul>
<ul style="list-style-type: none"> <li>Improved information security and privacy</li> </ul>		

The following objectives support the achievement of Goal 2:

- 2.1 Governance:** Improve IT governance processes, linking IT investments to the Agency mission and strategic goals with a view to define decision-making processes clearly and assign proper accountability within OPM.

#### Key Performance Indicator(s)

- % of major IT investments approved by executive steering group

- **2.2 IT Portfolio Management:** Apply integrated planning, budgeting, project management, cost estimation, performance measurement and other information resource management processes to OCIO's IT portfolio to achieve project success.

<b>Key Performance Indicator(s)</b>	• % of major IT investments receiving an overall Green rating on the Federal IT Dashboard (monthly indicator)
	• % of major IT investments evaluated utilizing a "Value v. Health" criteria

- **2.3 Enterprise Architecture (EA):** Utilize the EA as a management and governance tool to strengthen decision making and standard setting. Coordinate with OPM business lines to ensure technology decisions and implementations for new systems align with the Agency's as well as the Federal government's EA.

<b>Key Performance Indicator(s)</b>	• % of major IT investments compliant/noncompliant with EA
	• # of business/ service capability gaps as identified in the agency EA

- **2.4 IT Acquisition:** Identify opportunities and develop strategies for obtaining IT acquisition cost savings (SmartBuys, data center optimization, cloud computing, etc).

<b>Key Performance Indicator(s)</b>	• % savings from previous year through "OPM Smart Buyer" program
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- **2.5 Risk Management:** Guide modernization activities with sound risk management principles to ensure proper risk mitigation.

<b>Key Performance Indicator(s)</b>	• % of risks avoided or mitigated that are identified on major IT investment risk registers
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- **2.6 Compliance:** Establish and maintain IT policies and standard operating procedures (SOP) to ensure compliance with evolving federal legislation and OMB regulations relating to information resources management.

<b>Key Performance Indicator(s)</b>	• % POAMs resolved by the due date
	• % "Maintaining Green" under FISMA quarterly reporting
	• % of systems Certified and Accredited (C&A) under FISMA Annually reporting
	• % FOIA responses that are defined as "backlogged"

- **2.7 Information Security and Privacy:** Sustain a robust information security and privacy management program by implementing and enforcing policies and guidelines. Implement next-generation security tools.

<b>Key Performance Indicator(s)</b>	• % of remote users using 2-factor authentication
	• % of systems with a green status on security ops

	<ul style="list-style-type: none"> <li>All external internet connects are routed through an OMB approved TIC</li> </ul>
	<ul style="list-style-type: none"> <li>Extent of policy deployment and adoption across the organization (e.g.: % of employees signing security policy/attending security training)</li> </ul>

- 2.8 System Development Life Cycle (SDLC):** Upgrade and enhance OCIO's IT System Manager (ITSM) life-cycle framework and tool set (agile development methodologies) to help standardize software and hardware development and management practices.

<b>Key Performance Indicator(s)</b>	<ul style="list-style-type: none"> <li>% of system development projects compliant with SDLC framework/standards</li> </ul>
	<ul style="list-style-type: none"> <li># of systems developed using agile methodology</li> </ul>

- 2.9 Disaster Recovery:** Enhance disaster recovery capabilities for critical OPM business line systems to ensure reliability and accessibility to the OPM community.

<b>Key Performance Indicator(s)</b>	<ul style="list-style-type: none"> <li>% of systems recoverable within Recovery Time Objective (RTO)</li> </ul>
	<ul style="list-style-type: none"> <li>% of critical systems whose DR plans are tested annually</li> </ul>
	<ul style="list-style-type: none"> <li>% of OPM systems with a Business Impact Assessment as prioritized to OPM missions</li> </ul>

# MISSION FOCUS

## Goal 3: Deliver IT solutions that are customer-focused and driven by the needs of OPM.

OCIO will ensure that all of its IT systems and services are customer-focused. OCIO will address the needs of citizens, federal employees, business, academia and

*"...Technology for technology's sake is useless. It needs to enable a core mission."*

*Vivek Kundra, Federal CIO*

the Government alike in delivering information effectively across all of OPM's lines of business and program areas. To ensure this, OCIO will make information more readily available and accessible to federal employees and citizens through the implementation of information sharing, knowledge management and collaborative technologies such as portals and social media. OCIO will increase system reuse to eliminate redundancy and excess costs. By improving information sharing across OPM programs, such as the Enterprise Human Resource Integration (EHRI) data warehouse and the RSM retirement data repository, OPM will be able to continue providing excellent service to the federal workforce wherever they may be working. By taking this approach, OPM will enable the efficient use and collaboration of information and data by all OPM customers.

### Benefits

• Cohesion between IT and program areas	• Increased efficiency of information delivery	• Increased employee productivity
• Increased accountability	• Increased availability of information	• Modernization of application development tools
• Supports mobile workforce	• Transparency	• Civic Engagement

The following objectives support the achievement of Goal 3:

- **3.1 Mission-Focused Solutions:** Work with program areas to understand business needs, priorities and areas where technology enablers will enhance the performance, value provided and service to customers. Prioritize mission investments based on their alignment and support of OPM strategic goals.

#### Key Performance Indicator(s)

- Customer satisfaction score

- **3.2 Open Government:** Leverage dashboards, knowledge management systems, Data.gov and social media (wikis, blogs, instant messaging, etc.), among other technologies, to enable transparency, increase accountability and promote informed participation by the public and other Federal agencies on OPM business activities. Improve OPM web presence through external website (opm.gov/open) and internal intranet (THEO).

#### Key Performance Indicator(s)

- # of data feeds on data.gov
- Average feed rating on data.gov
- # of data feed downloads

- **3.3 Mobility:** Implement technology that enables telework and flexible work schedules, increasing employee work-life balance and job satisfaction.

<b>Key Performance Indicator(s)</b>	• # of remote logins per day
	• % of mobile staff
	• % of OPM systems available remotely

- **3.4 Training:** Ensure all OPM employees can effectively use technology tools by implementing a robust, high-quality training program for all OPM employees.

<b>Key Performance Indicator(s)</b>	• # of training classes offered
	• # of employees attending training

# WORLD-CLASS WORKFORCE

## Goal 4: Recruit and develop the best information and technology management workers in the Federal government.

For OCIO to succeed, it must have a world-class, diverse workforce. This is as true for IT, information management and records management professionals as it is for other areas of the Agency. It is typical for IT shops both in the private and public sectors to fail to put in place the right policies and practices to attract and retain great employees. For example, contractors are procured rather than hiring full-time employees because of the time it takes to hire or because of a perception that certain skills will not be found inside the Federal government. Or, contractors may be given “plum assignments” instead of FTEs who may require additional training or skills development. An organization can sometimes lose valuable employees because there is no perceived career path without leaving the organization altogether.

OCIO must ensure that it is able to attract and retain innovative, highly skilled workers in order to take the Agency to the next level.

### *Benefits to the OPM Community*

- Cost savings and avoidance
- Job satisfaction
- Retention of key knowledge

The following objectives support the achievement of this Goal 4:

- **4.1 Increase Workplace Diversity:** A commitment to hiring a diverse workforce, bringing additional perspectives to OPM and benefiting the broader community.

<b>Key Performance Indicator(s)</b>	<ul style="list-style-type: none"> <li>• # of non-traditional recruiting channels</li> </ul>
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- **4.2 Career Advancement:** Structuring the OCIO to allow for career paths (vertical and horizontal), creating positions at many different pay grades and giving current employees opportunities to lead.

<b>Key Performance Indicator(s)</b>	<ul style="list-style-type: none"> <li>• # of “career ladders”</li> <li>• # of leadership opportunities</li> </ul>
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- **4.3 Professional Development:** A clear and persistent commitment to raising the capabilities of employees, including training opportunities, job rotation and stretch goals to broaden his/her exposure to the full range of knowledge, skills and type of work required to staff an IT organization in order to fulfill its mission.

<b>Key Performance Indicator(s)</b>	<ul style="list-style-type: none"> <li>• Training dollars (\$) per employee</li> <li>• # of training hours per employee</li> <li>• % of IDP goals met</li> </ul>
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- **4.4 Internship Opportunities:** Working with the communities in which OPM is located, create opportunities for college and high school kids to learn from and work for OCIO.

<b>Key Performance Indicator(s)</b>	<ul style="list-style-type: none"> <li>• # of Presidential Management Fellows and interns in OCIO</li> </ul>
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- **4.5 Engagement with the Broader Community:** Both within the Federal government and outside of it, OCIO will find ways to collaborate with IT and records management professionals. This can include cross-agency projects, work with nonprofits like Code For America and contests that entice civic-minded IT people to help OCIO meet its many challenges.

<b>Key Performance Indicator(s)</b>	<ul style="list-style-type: none"> <li>• # of cross-agency collaborative projects/ partnerships</li> </ul>
	<ul style="list-style-type: none"> <li>• % increase in collaboration tools</li> </ul>

## Key Performance Indicator (KPI) Measurement Targets

Table 1 highlights OCIO's IT Strategic Plan objectives and KPIs with designated targets for FY10 – FY13. Each objective directly aligns to one or more KPI. Table 1 demonstrates how OCIO will measure results of the IT Strategic Plan.

**Table 1: Key Performance Indicator (KPI) Measurement Targets**

Objective: Key Performance Indicator (KPI)	FY10	FY11	FY12	FY13
1.1 Physical to Virtual ratio on servers	1:1	1:5	1:10	1:20
1.1 % data center utilization	30%	50%	75%	75%
1.2 # of applications hosted in external cloud(s)	1	10	20	35
1.2 O&M \$ savings from previous year due to cloud computing	5%	10%	10%	10%
1.3 % reduction in Hardware/Software/OS platforms	10%	20%	20%	10%
1.3 # of legacy systems reduced	7	8	11	12
1.4 Time to Market	60d	30d	30d	30d
1.4 # of shared services	10	20	30	30
1.4 # of system per shared service	10	20	20	30
1.5 Bandwidth per port (Internal Buildings Only)	100Mbps	100Mbps	1Gbps	5Gbps
1.5 Bandwidth available into OPM	1Gbps	1Gbps	5Gbps	10Gbps
1.5 Bandwidth available out of OPM	1Gbps	1Gbps	5Gbps	10Gbps
1.5 % network availability	99.95%	99.95%	99.95%	99.95%
1.6 Power Usage Efficiency	1.94	1.8	1.7	1.6
1.6 % of IT equipment using "green" settings	50%	100%	100%	100%
1.6 % of IT equipment that is 'green' certified	50%	75%	90%	95%
1.7 # active projects in OPM Labs	10	50	50	50
1.7 % of OPM Labs projects brought to market	50%	25%	25%	25%
2.1 % of major IT investments approved by executive steering group	100%	100%	100%	100%
2.2 % of major IT investments receiving an overall Green rating on the Federal IT Dashboard (monthly indicator)	90%	100%	100%	100%
2.2 % of major IT Investments evaluated utilizing a "Value v. Health" criteria	90%	100%	100%	100%
2.3 % of investments compliant/noncompliant with EA	100%	100%	100%	100%
2.3 # of business/ service capability gaps as identified in the agency EA	100	80	50	30
2.4 % savings from previous year through "OPM Smart Buyer" program	20%	15%	10%	10%
2.5 % of risks avoided or mitigated that are identified on major IT investment risk registers (updated and monitored monthly)	90%	100%	100%	100%
2.6 % POAMs resolved by the due date	90%	95%	100%	100%
2.6 % "Maintaining Green" under FISMA quarterly reporting	97%	98%	99%	100%
2.6 % of systems Certified and Accredited (C&A) under FISMA Annually reporting	80%	85%	90%	95%



Objective: Key Performance Indicator (KPI)	FY10	FY11	FY12	FY13
2.6 % FOIA responses that are defined as “backlogged”	5%	2%	2%	2%
2.7 % of remote users using 2-factor authentication	30%	90%	100%	100%
2.7 % of systems with a green status on security ops	95%	100%	100%	100%
2.7 All external internet connects are routed through an OMB approved TIC	75%	90%	100%	100%
2.7 Extent of policy deployment and adoption across the organization (e.g.: % of employees signing security policy/attending security training)	90%	95%	100%	100%
2.8 % of system development projects compliant with SDLC framework/standards	90%	100%	100%	100%
2.8 # of systems developed using agile methodology	5	10	20	40
2.9 % of systems recoverable within Recovery Time Objective (RTO)	75%	90%	100%	100%
2.9 % of critical systems whose DR plans are tested annually	75%	90%	100%	100%
2.9 % of OPM systems with a Business Impact Assessment as prioritized to OPM missions	10%	50%	100%	100%
3.1 Customer satisfaction score	85%	90%	95%	95%
3.2 # of data feeds on data.gov	50	100	200	300
3.2 Average feed rating on data.gov	85%	90%	95%	95%
3.2 # of data feed downloads	50	100	150	200
3.3 # of remote logins per day	2000	3000	4000	5000
3.3 % of mobile staff	25%	50%	75%	80%
3.3 % of OPM systems available remotely	95%	100%	100%	100%
3.4 # of technology training classes offered	10	50	100	100
3.4 # of employees attending training	200	2000	2500	3000
4.1 # of non-traditional recruiting channels	2	10	15	20
4.2 # of “career ladders”	5	10	10	10
4.2 # of leadership opportunities	50	100	150	200
4.3 Training dollars (\$) per employee	\$750	\$1,500	\$1,500	\$1,500
4.3 # of training hours per employee	50	100	150	200
4.3 % of IDP goals met	50%	75%	80%	85%
4.4 # of Presidential Management Fellows and interns in OCIO	5	10	15	20
4.5 # of cross-agency collaborative projects/ partnerships	5	20	25	30
4.5 % increase in collaboration tools	50%	50%	25%	25%

# Strategic Alignment



## IT Strategic Objective Alignment to OPM Strategic Goals

Table 2 illustrates the alignment between OPM’s Strategic Plan goals and objectives. Each objective directly aligns to and assists in the achievement of a specific OPM strategic goal. Table 1 demonstrates how OCIO will strategically enable execution of the Agency mission and vision.

**Table 2: IT Strategic Objective Alignment to OPM Strategic Goals.**

OPM IT Strategic Plan Objectives	OPM Strategic Plan Goals			
	1. Hire the Best: Recruit and hire the most talented and diverse federal workforce possible to serve the American people.	2. Respect the Workforce: Provide the training, benefits, and work-life balance necessary for federal employees to succeed, prosper, and advance in their careers.	3. Expect the Best: Ensure the federal workforce and its leaders are fully accountable and fairly appraised and have the tools, systems, and resources to perform at the highest levels to achieve superior results.	4. Honor Service: Ensure comparable recognition and reward for exemplary performance of current employees and honor the careers of federal retirees.
1.1 Data Center Optimiz.	✓			✓
1.2 Cloud Computing		✓		✓
1.3 Platform Modern.	✓	✓	✓	✓
1.4 Shared Services			✓	
1.5 Network		✓	✓	
1.6 Green IT			✓	
1.7 OPM Labs			✓	
2.1 Governance	✓	✓	✓	✓
2.2 IT Portfolio Mgt.				✓
2.3 EA	✓	✓	✓	✓
2.4 IT Acquisition	✓			✓
2.5 Risk Management			✓	✓
2.6 Compliance	✓	✓	✓	
2.7 Information Security and Privacy	✓	✓	✓	✓
2.8 SDLC	✓	✓	✓	✓
2.9 Disaster Recovery			✓	✓
3.1 Mission-Focused Solutions	✓	✓	✓	✓
3.2 Open Government		✓	✓	✓
3.3 Mobility		✓	✓	✓
4.1 Increase Workplace Diversity	✓	✓	✓	✓
4.2 Career Advancement	✓	✓	✓	✓
4.3 Professional Develop.		✓	✓	
4.4 Internship Opportunities	✓			
4.5 Engagement with Broader IT Community	✓	✓	✓	✓

### IT Strategic Objective Alignment to Top Management Challenges

Table 3 outlines the top management challenges, both internal and external, as outlined by the Inspector General (IG) for OPM for FY09. OPM's IG Report on management challenges identifies program areas where improvements in IT could help address these challenges. The challenges are mapped to OPM's IT goals and objectives in Table 2.

**Table 3: IT Strategic Objective Alignment to Top Management Challenges**

	Top Management Challenge	OPM IT Goal(s)	OPM IT Objective(s)
External	Strategic Human Capital	Goals 1, 3 & 4	<ul style="list-style-type: none"> <li>• 1.4 Shared Services</li> <li>• 3.1 Mission-Focused Solutions</li> <li>• 4.1 Increase Workplace Diversity</li> <li>• 4.2 Career Advancement</li> <li>• 4.3 Professional Development</li> <li>• 4.4 Internship Opportunities</li> </ul>
	Federal Employees Health Benefits Program	Goals 1, 2 & 3	<ul style="list-style-type: none"> <li>• 2.4 IT Acquisition</li> <li>• 1.1 Data Center Optimization</li> <li>• 1.5 Network</li> <li>• 3.3 Mobility</li> </ul>
	Wellness and Work-Life Balance	Goal 3	<ul style="list-style-type: none"> <li>• 3.1 Mission-Focused Solutions</li> <li>• 3.3 Mobility</li> </ul>
	IT Security	Goal 2	<ul style="list-style-type: none"> <li>• 2.1 Governance</li> <li>• 2.7 Information Security and Privacy</li> </ul>
Internal	Retirement Systems Modernization	Goals 1, 2 & 3	<ul style="list-style-type: none"> <li>• 2.6 Compliance</li> <li>• 2.3 EA</li> <li>• 1.5 Network</li> </ul>
	Background Investigations	Goals 1, 2 & 3	<ul style="list-style-type: none"> <li>• 2.1 Governance</li> <li>• 1.5 Network</li> <li>• 3.1 Mission-Focused Solutions</li> </ul>
	Financial Management System and Internal Controls for the Revolving Fund and Salaries and Expenses Accounts	Goals 1, 2 & 3	<ul style="list-style-type: none"> <li>• 2.2 IT Portfolio Management</li> <li>• 1.1 Data Center Optimization</li> <li>• 3.1 Mission-Focused Solutions</li> </ul>

## IT Strategic Objective Alignment to Federal Government IT Priorities

Table 4 outlines the Federal Government IT priorities as outlined in the President’s FY11 Budget.<sup>1</sup> The Federal Government IT priorities are mapped to OCIO’s IT strategic objectives. Table 4 is intended to demonstrate how OCIO will strategically address the Federal Government’s IT priorities.

**Table 4: IT Strategic Objective Alignment to Federal Government IT Priorities**

Priority Area	Federal Government IT Priority	OPM IT Objective
Managing IT Federal Portfolio	Federal Spending on IT	2.2 IT Portfolio Management
	Federal Enterprise Architecture	2.3 Enterprise Architecture
Modernizing Federal and National IT Infrastructure to Be Efficient and Effective	Centralized Provision of IT Services for Non-Military Agencies	1.4 Shared Services
	Cloud Computing	1.2 Cloud Computing
	Data Center Consolidation	1.1 Data Center Optimization
	Leveraging the Federal Government’s Buying Power and the Federal E-mail	2.4 IT Acquisition
	Building a Strong Federal IT Workforce	4.1 Increase Workforce Diversity, 4.2 Career Advancement, 4.3 Professional Development, 4.4 Internship Opportunities
	An Efficient Federal Workforce	4.2 Career Advancement, 4.3 Professional Development
	Health Information Technology (HIT)	N/A
	Smart Grid	1.6 Green IT
	Focus on Customer Service	3.1 Mission-focused Solutions, 3.2 Open Government
	Transparency and Participation	USASpending.gov
Data.gov		3.2 Open Government; 3.3 Mobility
Geospatial Platform		N/A
Citizen Services Dashboard		3.2 Open Government, 3.3 Mobility
Challenge Platform		1.3 Platform Modernization
Transparency of Research and Development Information		N/A
Broadband Access for Americans		N/A
Security and Privacy	Securing Government Systems	2.7 Information Security and Privacy
	Identity Management	2.7 Information Security and Privacy
	Protecting Privacy	2.7 Information Security and Privacy

<sup>1</sup> <http://www.cio.gov/pages.cfm/page/Chapter-19-Information-Technology-Page-1>

# Appendix A: Glossary



1. Capital Planning and Investment Control (CPIC) Process - a management process for ongoing identification, selection, control, and evaluation of investments in information resources. The process links budget formulation and execution, and is focused on agency missions and achieving specific program outcomes. (See OMB Circular A-130, Section 6 at [http://www.whitehouse.gov/omb/Circulars\\_a130\\_a130trans4/#6](http://www.whitehouse.gov/omb/Circulars_a130_a130trans4/#6).)
2. Government Information - information created, collected, processed, disseminated, or disposed of by or for the Federal Government. (See OMB Circular A-130, Section 6 at [http://www.whitehouse.gov/omb/Circulars\\_a130\\_a130trans4/#6](http://www.whitehouse.gov/omb/Circulars_a130_a130trans4/#6).)
3. Information - any communication or representation of knowledge such as facts, data, or opinions in any medium or form, including textual, numerical, graphic, cartographic, narrative, or audiovisual forms. (See OMB Circular A-130, Section 6 at [http://www.whitehouse.gov/omb/Circulars\\_a130\\_a130trans4/#6](http://www.whitehouse.gov/omb/Circulars_a130_a130trans4/#6).)
4. Information Management - the planning, budgeting, manipulating, and controlling of information throughout its life cycle. (See OMB Circular A-130, Section 6 at [http://www.whitehouse.gov/omb/Circulars\\_a130\\_a130trans4/#6](http://www.whitehouse.gov/omb/Circulars_a130_a130trans4/#6).)
5. Information Resources - includes both government information and information technology. (See OMB Circular A-130, Section 6 at [http://www.whitehouse.gov/omb/Circulars\\_a130\\_a130trans4/#6](http://www.whitehouse.gov/omb/Circulars_a130_a130trans4/#6).)
6. Information Resources Management (IRM) - the process of managing information resources to accomplish agency missions. The term encompasses both information itself and the related resources, such as personnel, equipment, funds, and information technology. (See OMB Circular A-130, Section 6 at [http://www.whitehouse.gov/omb/Circulars\\_a130\\_a130trans4/#6](http://www.whitehouse.gov/omb/Circulars_a130_a130trans4/#6).)
7. Information System – a discrete set of information resources organized for the collection, processing, maintenance, transmission, and dissemination of information, in accordance with defined procedures, whether automated or manual. (See OMB Circular A-130, Section 6 at [http://www.whitehouse.gov/omb/Circulars\\_a130\\_a130trans4/#6](http://www.whitehouse.gov/omb/Circulars_a130_a130trans4/#6).)
8. Information Technology - any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by an executive agency. For purposes of the preceding sentence, equipment is used by an executive agency if the equipment is used by the executive agency directly or is used by a contractor under a contract with the executive agency which (i) requires the use of such equipment, or (ii) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. The term "information technology" includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources. The term "information technology" does not include any equipment that is acquired by a Federal contractor incidental to a Federal contract. The term "information technology" does not include national security systems as defined in the Clinger-Cohen Act of 1996 (40 U.S.C. 1452). (See OMB Circular A-130, Section 6 at [http://www.whitehouse.gov/omb/Circulars\\_a130\\_a130trans4/#6](http://www.whitehouse.gov/omb/Circulars_a130_a130trans4/#6).)
9. Major Information System - an information system that requires special management attention because of its importance to an agency mission; its high development, operating, or maintenance costs; or its significant role in the administration of agency programs, finances, property, or other resources. (See OMB Circular A-130, Section 6 at [http://www.whitehouse.gov/omb/Circulars\\_a130\\_a130trans4/#6](http://www.whitehouse.gov/omb/Circulars_a130_a130trans4/#6).)

10. Major IT Investment (OPM criteria) – an investment that meets the following criteria:
  - a. Is the investment managed by an OPM project manager? (Yes or No) If no, it is not an OPM-designated major IT investment.
  - b. AND Does it require special OPM management attention for all three of the following reasons? (Yes or No)
    - i. The nature of the investment is complex [See Note, below.]
    - ii. AND it is important to an OPM policy or program
    - iii. AND the investment is a high priority of the OPM Director, the President, Congress or OMB
  - c. OR does the Exhibit 53 show more than \$30 million in DME, steady state or both types of funds over a 3-year period for the investment? (Yes or No)
  - d. OR is it for financial management and, if so, does it obligate more than \$500,000 annually? (Yes or No)
  - e. Summary: Is it an OPM Major IT investment based on the criteria in a through e, above? (Yes or No) If yes, then it is a Major IT Investment.
  - f. Is it an OMB-designated Major IT Investment for OPM? (Yes or No) If yes, then it is a Major IT Investment, regardless of the answer to question e, above.
11. Records - all books, papers, maps, photographs, machine-readable materials, or other documentary materials, regardless of physical form or characteristics, made or received by an agency of the United States Government under Federal law or in connection with the transaction of public business and preserved or appropriate for preservation by that agency or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the government or because of the informational value of the data in them. Library and museum material made or acquired and preserved solely for reference or exhibition purposes, extra copies of documents preserved only for convenience of reference, and stocks of publications and of processed documents are not included. (44 U.S.C. 3301) (See OMB Circular A-130, Section 6 at [http://www.whitehouse.gov/omb/Circulars\\_a130\\_a130trans4/#6](http://www.whitehouse.gov/omb/Circulars_a130_a130trans4/#6).)
12. Records Management - the planning, controlling, directing, organizing, training, promoting, and other managerial activities involved with respect to records creation, records maintenance and use, and records disposition in order to achieve adequate and proper documentation of the policies and transactions of the Federal Government and effective and economical management of agency operations. (44 U.S.C. 2901(2)) (See OMB Circular A-130, Section 6 at [http://www.whitehouse.gov/omb/Circulars\\_a130\\_a130trans4/#6](http://www.whitehouse.gov/omb/Circulars_a130_a130trans4/#6).)
13. Legacy System – a system can be considered “legacy” if it meets one of the following criteria:
  - a. It consists of one or more components that are no longer supported by a manufacturer.
  - b. It is based on a platform or technology that OCIO has made a stated decision to move away from (through EA standard-setting or other means).





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