# The Proposed Identity Ecosystem Steering Group Workplan Outline

## 1. Envision it!

Imagine if you could arrive at a website already holding a secure credential for authentication – eliminating the need to create yet another username and password. Imagine if we had baked-in rules and technologies to enhance privacy and trust online. Imagine if the Internet had an identity infrastructure like a well-paved highway network – what new business services could emerge? Imagine if you could eliminate the headache, expense, and security problems of password management.

Responding to the need to support more trustworthy online identities, President Obama issued the *National Strategy for Trusted Identities in Cyberspace* (NSTIC or Strategy) in April 2011. It charts a course for the public and private sectors to collaborate in raising the level of trust associated with the identities of individuals, organizations, networks, services, and devices involved in online transactions.

A key action from the Strategy is to establish an Identity Ecosystem Steering Group (Steering Group) responsible for developing and maintaining a comprehensive Identity Ecosystem Framework of standards and policies in accordance with the four NSTIC Guiding Principles. The Guiding Principles stipulate that identity solutions will be privacy-enhancing and voluntary; secure and resilient; interoperable; and cost-effective and easy to use. The Framework represents the over-arching set of rules that define how identity information can be used, trusted, and shared in the emerging Identity Ecosystem, while supporting each of the Guiding Principles. Key components of the Framework include: policies for verifying identity and identity credentials; procedures for how identity credentials are used and verified through online authentication transactions; standards and technical specifications for conveying and securing identity information online, and; accountability measures to ensure all participants operate in accordance with defined rules. In addition, the Steering Group will support an accreditation and trustmark program that underpins the self-sustaining Identity Ecosystem and ensures that trusted providers adhere to the Framework policies, procedures, and accountability mechanisms.

## 2. Getting Started

In preparation for the launch of the Steering Group, the NSTIC National Program Office (NPO) has developed this *Proposed Workplan Outline* to catalyze and guide discussion of the Steering Group's activities, objectives, and priorities.

This outline translates the NSTIC's goals and objectives into a set of actionable tasks. Because this document focuses primarily on the first year of the Steering Group, most of the activities address the objectives stated in Goal 1 of the NSTIC – Develop a Comprehensive Identity Ecosystem Framework. The *Proposed Workplan Outline* lays out four primary workstreams for Steering Group efforts to develop the envisioned Identity Ecosystem.  Additionally, it breaks these workflows down into specific actions and tasks.

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1. Establish Identity Ecosystem Steering Group Infrastructure
2. Develop Identity Ecosystem Framework
3. Develop Identity Ecosystem Accreditation Program
4. Establish Identity Ecosystem Business and Sustainment Model

## 3. How You Can Participate: Working Groups & Standing Committees

The work of the Steering Group will largely take place through its working groups and standing committees. Appendix "A" ties the tasks of the *Proposed Workplan Outline* to the working groups and standing committees that were proposed in the *Recommendations for Establishing an Identity Ecosystem Governance Structure* published by the NSTIC NPO*.* In addition, while developing this document, the NPO recognized that the Steering Group likely would need additional working groups beyond those already put forth in the *Recommendations* document, particularly for the startup period of the Steering Group. These are also described in Appendix "A."

Note that the recommended working groups are proposed as a means to accomplishing the work of the Steering Group as detailed in the *Proposed Workplan Outline*.  Other working groups may also be needed.

# Proposed Steering Group Workplan Outline

| # | NSTIC Goal/Obj. | Actions | initial meeting | Projected Completion | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | 1 mo. | 3 mos. | 6 mos. | 12 mos. | 12 + mos. |
| | | *Workstream #1 Establish Identity Ecosystem Steering Group Infrastructure* | | | | | | |
| *1.1* | *1* | *Steering Group Foundational Document Ratification* | | | | | | |
| 1.1.1 | 1.4 | Finalize the Steering Group Charter, By-laws and Membership Agreement | ● | | | | | |
| 1.1.2 | 1.4 | Ratify Steering Group Charter and By-laws | ● | | | | | |
| 1.1.3 | 1.4 | Execute the Steering Group Membership Agreement | | | ● | | | |
| *1.2* | *1* | *Steering Group Organizational Structure Established* | | | | | | |
| 1.2.1 | 1.4 | Develop and release the Slate of candidates for officers and Management Council Delegates (Secretariat) | ● | | | | | |
| 1.2.2 | 1.4 | Establish Stakeholder Groups | ● | | | | | |
| 1.2.3 | 1.4 | Elect initial officers and Management Council Delegates | ● | | | | | |
| 1.2.4 | 1.4 | Establish the Ombudsman Office | ● | | | | | |
| 1.2.5 | 1.4 | Establish initial standing committees | ● | | | | | |
| 1.2.6 | 1.4 | Establish initial working groups | ● | | | | | |
| 1.2.7 | 1.4 | Develop a working group support plan | | ● | | | | |
| 1.2.8 | 1.4 | Initiate nominations and slate development for second term officers and Management Council Delegates | | | ● | | | |
| 1.2.9 | 1.4 | Elect second term officers and Management Council Delegates | | | | ● | | |
| *1.3* | *1* | *Establish Steering Group Operational Structure* | | | | | | |
| 1.3.1 | 1.4 | Finalize initial Identity Ecosystem Steering Group Workplan | ● | | | | | |
| 1.3.2 | 1.4 | Establish communications and information structure | ● | | | | | |
| 1.3.3 | 1.4 | Establish meeting schedule | ● | | | | | |
| 1.3.4 | 1.4 | Establish Steering Group workflow | ● | | | | | |
| 1.3.5 | 1.4 | Establish Steering Group Operating Procedures | | | ● | | | |
| | | *Workstream #2 Develop Identity Ecosystem Framework* | | | | | | |
| *2.1* | *1* | *Complete Analysis of Current Ecosystems and Trust Frameworks* | | | | | | |

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| colspan | | **Proposed Steering Group Workplan Outline** | | | | | | |

| # | NSTIC Goal/Obj. | Actions | initial meeting | 1 mo. | 3 mos. | 6 mos. | 12 mos. | 12 + mos. |
|---|---|---|---|---|---|---|---|---|
| 2.1.1 | 1.2 | Complete an inventory of current Trust Frameworks | | | ● | | | |
| 2.1.2 | 1.3 | Complete analysis of existing Trust Framework standards, technical schemes, communities of interest (COIs), security requirements, use cases, etc. | | | | | ● | |
| 2.1.3 | 1.2 | Complete Trust Framework policy gap analysis | | | | | ● | |
| 2.1.4 | 1.2, 1.3 | Complete recommendations for baseline Identity Ecosystem Trust Framework requirements that can stimulate Trust Framework Expansion | | | | | | ● |
| *2.2* | *1* | *Complete Analysis of Current Standards* | | | | | | |
| 2.2.1 | 1.2 | Complete inventory of current identity standards and related standards | | | ● | | | |
| 2.2.2 | 1.2 | Complete standards gap analysis | | | | ● | | |
| 2.2.3 | 1.2 | Develop recommendations for standards adoption | | | | | ● | |
| *2.3* | *1, 2, 3, 4* | *Complete Development of the Identity Ecosystem Framework Model* | | | | | | |
| 2.3.1 | 1.2 | Develop a Steering Group Standards adoption policy | | | | ● | | |
| 2.3.2 | 1.2 | Develop a Steering Group Trust Framework adoption policy | | | | ● | | |
| 2.3.3 | 1.2 | Define model use cases for COIs in the Identity Ecosystem | | | | ● | | |
| 2.3.4 | 1.2 | Develop plan for establishing end user usability and accessibility requirements | | | | ● | | |
| 2.3.5 | 1.2 | Develop assurance model, risk model, and assessment procedures for use in the Identity Ecosystem Framework | | | | | ● | |
| 2.3.6 | 1.2 | Define use case implementation requirements for COIs | | | | | ● | |
| 2.3.7 | 1.1 | Identify privacy risks and develop mitigations | | | | | ● | |
| 2.3.8 | 1.2, 1.3 | Develop liability models for use in the Identity Ecosystem Framework | | | | | | ● |
| 2.3.9 | 1.2, 1.3 | Develop contract models that define trust and participation in the Identity Ecosystem Framework | | | | | | ● |
| 2.3.10 | 1.2 | Define security model for use in Identity Ecosystem Framework | | | | | | ● |
| 2.3.11 | 1.2 | Develop testing procedures and protocols for end user usability and accessibility requirements | | | | | | ● |
| 2.3.12 | 1.2 | Adopt or develop profiles/deployment specifications for COI implementation requirements | | | | | | ● |

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|---|---|---|---|---|---|---|---|---|
| 2.3.13 | 1.2 | Establish Identity Ecosystem Operating Rules/Procedures based upon model development | | | | | | ● |
| 2.3.14 | 1.2, 1.3 | Establish Identity Ecosystem overarching model architecture for Identity Ecosystem participants | | | | | | ● |
| **2.4** | **2, 3, 4** | *Establish Strategies for Identity Ecosystem Implementation and Expansion* | | | | | | |
| 2.4.1 | 3.1 | Develop a US consumer education and communications strategy | | | | | ● | |
| 2.4.2 | 4.2 | Develop an international communication and coordination strategy to support the development of the Identity Ecosystem Framework | | | | | | ● |
| 2.4.3 | 3.2 | Adopt or develop implementation tools (reference models, tutorials, etc.) for Identity Ecosystem participants | | | | | | ● |
| 2.4.4 | 2.4, 3.2 | Develop strategy to accelerate deployment of Identity Ecosystem Framework | | | | | | ● |
| | | *Workstream #3 Develop Identity Ecosystem Accreditation Program* | | | | | | |
| **3.1** | **1** | *Complete analysis of current accreditation programs and design an Identity Ecosystem accreditation program* | | | | | | |
| 3.1.1 | 1.3 | Complete an inventory of existing and emerging trustmark and accreditation processes | | | | ● | | |
| 3.1.2 | 1.3 | Complete technical, legal, and business plan analysis of existing and emerging trustmark and accreditation processes | | | | | ● | |
| 3.1.3 | 1.3 | Finalize Steering Group accreditation program strategy and plans, including recommendations to establish a trustmark and accreditation process | | | | | | ● |
| | | *Workstream #4 Establish Identity Ecosystem Business and Sustainment Model* | | | | | | |
| **4.1** | **4** | *Complete analysis of current business models* | | | | | | |
| 4.1.1 | 4 | Complete inventory of current business models for use in the Steering Group | | | | ● | | |
| 4.1.2 | 4 | Complete analysis of current business models, fee structures, and sustainment plans | | | | | ● | |
| **4.2** | **4** | *Develop viable Steering Group business model* | | | | | | |
| 4.2.1 | 4 | Determine projected operational expenses and budget of the Steering Group | | | | ● | | |
| 4.2.2 | 4 | Determine potential revenue streams | | | | ● | | |
| 4.2.3 | 4 | Develop revenue structure for Steering Group | | | | | ● | |

| # | NSTIC Goal/Obj. | Actions | initial meeting | 1 mo. | 3 mos. | 6 mos. | 12 mos. | 12 + mos. |
|---|---|---|---|---|---|---|---|---|
| **Proposed Steering Group Workplan Outline** | | | | Projected Completion | | | | |
| 4.2.4 | 4 | Develop Steering Group contracts management plans and concept of operations (conops) | | | | | | ● |
| 4.2.5 | 4 | Develop Steering Group sustainment plan | | | | | | ● |
| 4.2.6 | 4 | Develop Steering Group financial management conops | | | | | | ● |
| 4.2.7 | 4 | Implement Steering Group financial management conops and system | | | | | | ● |
| *4.3* | *4* | *Establish the Identity Ecosystem Steering Group as an independent legal entity* | | | | | | |
| 4.3.1 | 4 | Complete analysis of legal and tax status options | | | | | | ● |
| 4.3.2 | 4 | Define plan for legal status establishment | | | | | | ● |
| 4.3.3 | 4 | Contract for legal support and legal status establishment | | | | | | ● |
| 4.3.4 | 4 | Complete legal status establishment | | | | | | ● |

# Appendix A: Proposed Workplan Outline Tasks Mapped to Working Groups & Standing Committees

This Appendix ties tasks in the *Proposed Workplan Outline* to working groups and standing committees that were proposed in the *Recommendations for Establishing an Identity Ecosystem Governance Structure* document as well as to newly recommended working groups.  Tasks assigned to committees or working groups within this section should be viewed as recommendations and are not designed to be prescriptive of all of the tasks these bodies may address.

## Privacy Coordination Committee

The Privacy Coordination Committee will be responsible for seeing that other Committees' and Working Groups' work products adhere to the Privacy-enhancing and Voluntary Guiding Principle. This standing committee will support all relevant workplan items to build privacy into the Identity Ecosystem Framework and will have specific responsibility for the following workplan item:

> **2.3.7** Identify privacy risks and develop mitigations

## Standards Coordination Committee

The Standards Coordination Committee will be responsible for coordinating, reviewing, and recommending the adoption of technical standards to facilitate interoperability within the Identity Ecosystem. This standing committee will have responsibility for the following workplan items:

> **2.2.1** Complete inventory of current identity standards and related standards

> **2.2.2** Complete standards gap analysis

> **2.2.3** Develop recommendations for standards adoption

> **2.3.1** Develop a Steering Group standards adoption policy

## Accreditation Coordination Committee

The Accreditation Coordination Committee will be responsible for coordinating accreditation requirements for Identity Ecosystem participants. This standing committee will have responsibility for the following workplan items:

> **3.1.1** Complete an inventory of existing and emerging trustmark and accreditation processes
> **3.1.2** Complete technical, legal, and business plan analysis of existing and emerging trustmark and accreditation processes

     **3.1.3**     Finalize Steering Group accreditation program strategy and plans, including recommendations to establish a trustmark and accreditation process

## Nominations Committee

The Nominations Committee will be responsible for evaluating candidate qualifications to serve as the Chair on the Plenary and Management Council or as a delegate (Stakeholder Group or At-Large) within the Management Council. This standing committee will have responsibility for the following workplan items:

**1.2.8** Initiate nominations and slate development for second term officers and Management Council Delegates

**1.2.9** Elect second term officers and Management Council Delegates

## Policy Coordination Committee

The Policy Coordination Committee is responsible for coordinating policies to facilitate and promote the establishment of the Identity Ecosystem and the rules for participation. This standing committee will be expected to provide personnel to ensure that policies developed within individual working groups are properly harmonized and adhere to the NSTIC Guiding Principles. This committee will also be responsible for the following workplan item:

**2.3.13** Establish Identity Ecosystem operating rules/procedures based upon model development

## International Coordination Working Group

The International Coordination Working Group will be responsible for reviewing– and where appropriate, coordinating alignment with – similar international standards and policies. This working group will have responsibility for the following workplan item:

**2.4.2** Develop an international communication and coordination strategy to support the development of the Identity Ecosystem Framework

## Security Working Group

This working group is responsible for evaluating technologies and identity solutions within the Identity Ecosystem to confirm that they meet applicable requirements for confidentiality, integrity, and availability, and are capable of timely restoration after any disruption. This working group will be responsible for the following workplan items:

**2.3.10** Define security model for use in Identity Ecosystem Framework

## Usability and Accessibility Working Group

This working group is responsible for evaluating technologies and identity solutions within the Identity Ecosystem to confirm that they are easy-to-use and accessible for all potential users. This working group will have responsibility for the following workplan items:

**2.3.4** Develop plan for plan for establishing end user usability and accessibility requirements

**2.3.11** Develop testing procedures and protocols for usability and accessibility requirement

## Trust Framework Adoption and Integration Working Group

This working group will be responsible for reviewing existing Trust Frameworks, their standards, policies, and procedures and providing recommendations to the Steering Group on the creation of the Identity Ecosystem Framework. This working group will have responsibility for the following workplan items:

**2.1.1** Complete an inventory of current Trust Frameworks

**2.1.2** Complete analysis of existing Trust Framework standards, technical schemes, communities of interest (COIs), security requirements, use cases, etc.

**2.1.3** Complete Trust Framework policy gap analysis

**2.1.4** Complete Recommendations for baseline Identity Ecosystem Trust Framework requirements that can stimulate trust framework expansion

**2.3.2** Develop a Steering Group Trust Framework adoption policy

**2.3.3** Define model use cases for COIs in the Identity Ecosystem

**2.3.6** Define use case implementation requirements for COIs

**2.3.12** Adopt or develop profiles and deployment specifications for COI implementation requirements

**2.3.14** Establish Identity Ecosystem model architecture for Identity Ecosystem participants

**2.4.3** Adopt or develop implementation tools (reference models, tutorials, etc.) for Identity Ecosystem participants

## Risk and Assurance Working Group

This working group will be responsible for analyzing and assessing current or emerging risk and assurance models for the Identity Ecosystem Framework and developing recommendations for the Identity Ecosystem Framework risk and assurance assessment model. This working group will have responsibility for the following workplan item:

**2.3.5** Develop assurance model, risk model, and assessment procedures for use in the Identity Ecosystem Framework

## Liability and Contract Model Development Working Group

This working group will be focused on addressing the legal concerns presented by the creation of the Identity Ecosystem framework. They will develop a liability framework and contract models that define trust and interactions within the Identity Ecosystem. This working group will have responsibility for the following workplan items:

**2.3.8** Develop liability models for use in the Identity Ecosystem Framework

**2.3.9** Develop contract models that define trust and participation in the Identity Ecosystem Framework

## Communications and Marketing Working Group

This working group will develop comprehensive marketing and communications strategies to promote expansion of the Identity Ecosystem, adoption of the Identity Ecosystem Framework, and education of the public. This working group will have responsibility for the following workplan items:

**2.4.1** Develop a US consumer education and communications strategy

**2.4.4** Develop strategy to accelerate deployment of Identity Ecosystem Framework

## Business and Sustainment Working Group

The Management Council will have general responsibility to plan and build the business and operational models for the self-sustainment of the Steering Group to transition to a self-supporting entity. The Management Council may determine that a Business and Sustainment Working Group would be necessary to assist with this responsibility. The Management Council and proposed working group will have responsibility for the following workplan items:

**4.1.1** Complete inventory of current business models for use in the Steering Group

**4.1.2** Complete analysis of current business models, fee structures, and sustainment plans

**4.2.1** Determine projected operational expenses and budget of the Steering Group

**4.2.2** Determine potential revenue streams

**4.2.3** Develop revenue structure for Steering Group

**4.2.4** Develop Steering Group contracts management plans and concept of operations (conops)

**4.2.5** Develop Steering Group sustainment plan

**4.2.6** Develop Steering Group financial management conops

**4.2.7** Implement Steering Group financial management conops/system

**4.3.1** Complete analysis of legal and tax status options

**4.3.2** Define plan for legal status establishment

**4.3.3** Contract for legal support for legal status establishment

**4.3.4** Complete legal status establishment

# Appendix B: National Strategy for Trusted Identities in Cyberspace Goals and Objectives

- **Goal 1: Develop a comprehensive Identity Ecosystem Framework.**

    - *Objective 1.1: Establish improved privacy protection mechanisms.*

    - *Objective 1.2: Establish comprehensive identification and authentication standards based on defined risk models.*

    - *Objective 1.3: Define participant responsibilities in the Identity Ecosystem and establish mechanisms to provide accountability.*

    - *Objective 1.4: Establish a steering group to administer the standards development and accreditation process for the Identity Ecosystem Framework.*

- **Goal 2: Build and implement the Identity Ecosystem.**

    - *Objective 2.1: Implement the private-sector elements of the Identity Ecosystem.*

    - *Objective 2.2: Implement the state, local, tribal, and territorial government elements of the Identity Ecosystem.*

    - *Objective 2.3: Implement the Federal Government elements of the Identity Ecosystem.*

    - *Objective 2.4: Promote the deployment of interoperable solutions to implement the Identity Ecosystem Framework.*

- **Goal 3: Enhance confidence and willingness to participate in the Identity Ecosystem.**

    - *Objective 3.1: Provide awareness and education to enable informed decisions.*

    - *Objective 3.2: Identify other means to drive widespread adoption of the Identity Ecosystem.*

- **Goal 4: Ensure the long-term success and sustainability of the Identity Ecosystem.**

    - *Objective 4.1: Drive innovation through aggressive science and technology (S&T) and research and development (R&D) efforts.*

    - *Objective 4.2: Integrate the Identity Ecosystem internationally.*