

Section 4: Organization and Workforce

Functional Area	Attributes	Traits	Level 1 Basic Capabilities Characteristics	Level 2 Evolving Maturity Characteristics	Level 3 Demonstrated Maturity Characteristics
ORGANIZATION & WORKFORCE A SKILLED AND EXPERIENCED WORKFORCE IS THE FOUNDATION	<p>Functional Area Description: The objective of FITARA is to improve the management of IT within an agency and hence, improve the ability for that agency to deliver its mission securely and provide appropriate information access to the American public. To be most effective, IT must align to the functional needs of an agency and the agency's organization and workforce strategies are tightly integrated to support the agency's IT portfolio. In order to maximize the success of each program in meeting their unique business drivers, there needs to be cooperation and communication as organizational and workforce processes are integrated to reflect inclusion of all necessary inputs and to minimize unnecessary duplication. Further, IT management requires that the appropriate skills and experience be leveraged not only within leadership, but also throughout the workforce, by means of strategic planning and competency modeling. The workforce goes well beyond IT professionals, but includes acquisition, program management, finance, and others that are instrumental in supporting sound IT management. Workforce planning to meet mission and business needs, development of competencies needed throughout the workforce, and collaboration and decision making to address workforce developmental needs are key elements of maturity for the organization and workforce function.</p> <p><i>Note: Yellow highlights identify linkages to the M-15-14 Attachment A: Common Baseline for IT Management and CIO Assignment Plan elements.</i></p>				
	Horizontal integration: Is there the proper level of involvement by all stakeholders, to include the CIO, CAO, CFO and CHCO, in the development and use of workforce planning processes, competencies models, and critical elements definitions? Are agency key critical elements included in bureau/component CIO evaluations?	The CIO and CHCO work in full partnership to develop and use workforce planning processes, tools, competencies models to effectively plan and execute hiring, retention, promotion, and training activities	P1. IT workforce planning. The CIO and CHCO work together to develop and use workforce planning processes, tools, competencies models to plan and execute hiring, retention, promotion, and training activities	IT Workforce planning strategies, processes, and models have all proper stakeholders involved with CIO participation	Agency workforce planning strategies, processes, and competency models, are fully integrated across the agency
		Agency human capital policies explicitly support the needs of an agency's CIOs and the IT workforce across the agency	Agency human capital policies align to IT workforce planning strategies, processes, and models across the agency	Selected IT workforce planning and implementation efforts have the support of mission, business and IT leaders	At all levels of IT workforce planning, significant representation of the mission and business leadership to ensure IT is being driven to meet agency needs
		IT Leadership, in conjunction with CXOs, sets standards and requirements for non-technical staff supporting IT execution (procurement, budget, etc.)	Minimal training, processes and standards are defined for non-technical IT staff to support IT execution	Training, processes and standards are developed for non-technical staff but not consistently applied across the agency and its bureaus.	Robust training, processes and standards are defined and followed for non-technical IT staff across the agency and its bureaus.
	Vertical Integration: Do agency workforce policies clearly align to workforce planning strategies, processes, and models at a	CIO and CHCO jointly publish a dataset identifying all bureau/component officials with title of CIO or duties of a CIO	O1. Bureau IT Leadership Directory. The CIO and CHCO jointly publish a dataset of all bureau / component officials	The CIO and CHCO jointly publish a dataset of all bureau /component officials with the title of CIO or duties, and it is made publicly available. The	The CIO and CHCO jointly publish a dataset of all bureau officials with the title of CIO or duties, and it is made publicly available. The

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	bureau/component and program level? Is there proper, timely involvement by the agency CXOs in the recruitment, selection, and evaluation of all applicable bureau/component and program-level CXOs (e.g., Agency CFO involved in selection of bureau/component and program-level CFO?)	and post results as a public dataset	with the title of CIO or duties, and it is made publicly available	dataset is updated quarterly	dataset is updated regularly
		Agency CIO is involved with the recruitment, including the interview process, of any new bureau/component and program-level CIO. Agency CIO approves the selection of any new bureau/component and program-level CIO	M1. CIO approves new bureau CIOs. The CIO is involved in the recruitment and interview process, and approves the selection of any new bureau/component and program-level CIO	CIO and CHCO jointly define the implementation of the CIO role in the recruitment of bureau/component CIOs, approval of the selection of bureau/component and program-level CIOs	The appropriate agency CXO is an active participant with the CHCO in the development of position requirements for recruitment, selection of all relevant bureau/component and program-level CXOs (e.g., Agency CIOs for bureau CIOs, etc.)
		IT workforce planning strategies, processes, competency models, and critical elements for bureau/component CIO evaluations are fully defined across the agency	The CIO plays a role in establishing consistent critical elements for bureau/component and program-level CIOs	N1. CIO Role in ongoing bureau CIO's evaluation. The CIO plays an integral role with the CHCO in establishing consistent, fully integrated critical elements for bureau/component and program-level CIO evaluations	The CIO uses agency-wide IT strategies to establish critical elements for bureau/component and program-level CIOs' performance
		The CIO has a role in the evaluation of bureau/component and program-level CIOs	N1. CIO role in ongoing bureau CIO's evaluations. Ratings official includes input from the CIO when determining initial and final summary rating	The agency CIO's appraisal input is used to inform final ratings of all relevant bureau/component and program-level CIOs	The appropriate agency CXO's appraisal input is used to inform final ratings of all relevant bureau/component and program-level CXOs
	Right Leadership: Does the organization's leadership have the necessary skills and experience to lead and ensure the management of IT can reach a demonstrated maturity level?	The CXO and the bureau/component and program-level CXOs have the skills necessary to effectively lead	Competency models are used to inform leadership-hiring decisions and support training and development needs	The agency promotes collaborative leadership across the CXOs and mission and business organizations. In addition, leadership provides and promotes coaching and mentoring throughout the organization, sets continuously higher goals and standards that encourages and rewards professional growth, and utilizes a transparent succession plan and delegation of authority model	Agency and bureau/component and program-level leadership has the experience, background and capabilities at the appropriate level of complexity to engender respect and confidence in stakeholders, senior management and employees

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		The CIO provides clear direction and strategies	The CIO maintains a transparent roadmap of IT priorities and target skills/competencies necessary to meet agency mission objectives and deliver the IT Portfolio	The CIO communicates the agency's strategic vision for IT and the role each bureau/component and program-level CIO plays in attaining the agency's goals	The agency CIO communicates the agency's strategic vision for IT and the role each bureau/component and program-level CIO plays in attaining the agency's goals
		The agency leadership drives the culture and change management processes in order to obtain Demonstrated Maturity in IT management	The agency leadership believes in the need for improved IT management but focuses just on the IT organization	The agency leadership believes in the need to achieve Demonstrated Maturity in IT management, but the change management processes have not been implemented to drive the change through the organization	The agency leadership embraces the need to achieve Demonstrated Maturity in IT management, actively supports change management processes throughout the organization, and institutionalizes the changes with policies, practices, and tools
	Right People: Does the agency have a clear view of the skills and experience to perform their assigned duties both now and into the future? Is the workforce planning process and competency models used to guide and inform IT hiring across the organization?	The CXOs ensures that the agency has the right people, with the right skills and grades at the right time to effectively lead and deliver programs	A defined competency-driven career path informs professional expectations and development goals	P1. IT Workforce Planning. The organization has identified a future state functional operating model that is mapped to the critical competencies. The Strategic Workforce Plan reflects the hiring and development necessary to enable agencies to plan and lead delivery of programs effectively	The IT investment portfolio informs a frequently refreshed competency framework and associated career development paths
		Effective recruitment programs are in place	Managers are empowered to recruit and retain mission critical talent to support agency requirements. IT staff recruiting processes recognize "speed to market" issues with hiring	Managers are empowered to recruit and retain mission critical talent to support agency requirements. IT staff recruiting processes recognize "speed to market" issues with hiring. CHCO and other CXOs have agreed upon service levels for CIO hiring timeliness	Managers are empowered to recruit and retain the right talent in time to support agency requirements and anticipated demand using all available hiring authorities and workforce planning tools. The agency regularly, and consistently, utilizes all available hiring authorities to recruit mission critical talent. CHCO and other CXOs have a transparent view

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					into achieving agreed-upon service-level agreements for hiring timeliness
		Effective training programs are in place	Training, mentoring and certification programs are provided consistently across the agency program managers, but others to include system architect, development manager, test manager, configuration manager, contracting officer, cybersecurity professional, financial/budget analyst, acquisition staff, etc.	Robust training, mentoring and certification programs are provided consistently across the agency program managers, but others to include system architect, development manager, test manager, configuration manager, contracting officer, cybersecurity professional, financial/budget analyst, acquisition staff, etc.	In addition to the robust training, mentoring, and certification programs across disciplines, the IT investment portfolio informs and is supported by a comprehensive, tailored, learning and development catalog
		Contract resources are effectively used to support and supplement staff	There is an appropriate balance between permanent staff and contract resources to ensure successful IT services and program delivery	Staff serve as thought leaders, architects, and program managers, and are appropriately augmented by contract resources	The agency effectively uses contract resources as delivery execution and surge support, as well as SME advisors. The Strategic Workforce Plan incorporates contract resources in the overall agency strategies
	Strategic Workforce Planning: Does the agency have an effective, complete workforce planning process to identify workforce skill and competency gaps? Is this planning process integrated with talent management to ensure that personnel have or develop the	Strategic IT workforce plans are in place; gaps and plans to fill those gaps exist	P1. IT Workforce Planning. There is a strategic IT workforce plan drafted in alignment with organization's vision, mission and values - Strategic skill gaps are identified and a plan in place to fill gaps through training and recruitment	There are highly effective systems, processes and project-based development opportunities in place to identify and develop the next generation of leaders. In addition, the agency regularly reports results of talent management programs on performance.	Daily controls and performance measures are in place to measure progress. In addition, senior leadership continually assesses leadership talent

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	requisite skills needed to support the mission and adapt quickly to changing requirements?	Strategy and plan in place to re-train IT workforce as needs and priorities within IT portfolio change/shift	The agency is aware of the need to re-train staff to meet IT strategic goals; however, minimal training is supported to enhance or augment current IT staff skills	The agency is working to promote re-training of existing IT staff but not all training is available or linked to support strategic direction of IT moving forward	The agency ties together its multi-year IT strategy and employee training needs to augment employee skills to support future direction
	Right Placement and Authority: Do agency CXOs have the proper organization placement and authority to ensure their able to effectively drive organizational maturity in their area and in particular support the agency's ability to effectively manage IT?	The CIO is in the right organizational role and has the necessary roles, responsibilities and authorities	The CIO is part of the overall organizational strategic management team, and represents the organization in intergovernmental committees and before the public	Q1. CIO reports to agency head (or deputy/COO). The CXOs meets regularly with the head of the agency or their deputy, , providing strategic advice and counsel, and is afforded the necessary support and decision authority	The CXOs report directly to the head of the agency or their deputy. In addition, bureau/component and program-level CXOs have mirrored placement and authorities in their bureau/component or program