The American Council for Technology-Industry Advisory Council
Strategic Plan

2013 - 2016

The ACT-IAC Strategic Vision

"To be the most trusted public-private partnership for cultivating a cost-conscious culture of ongoing innovation to improve government”
# The ACT-IAC Strategic Plan: 2013 - 2016

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1 Introduction

The American Council for Technology (ACT) is a group of government leaders working to bring the best of technology and its applications to the functional, mission, and operational needs of government. The Industry Advisory Council (IAC) is a group of industry leaders working to establish the optimum means and methods for government to define, acquire, apply, and sustain technology for delivering better government. ACT-IAC is a non-profit, public-private partnership dedicated to improving government through the application of information technology. ACT-IAC provides an objective, ethical, and trusted forum where government and industry exchange information and collaborate on technology issues in the public sector. This is the three-year Strategic Plan developed by the ACT that will serve as a guidance document for the IAC to implement through its members and a Continuum of programs, conferences, studies, white papers, and the ongoing activities of Shared Interest Groups, Task Forces, Working Groups, and Professional Development programs.
2 Executive Summary

The Executive Committee of the American Council for Technology has developed a Strategic Plan for the next three years to guide the ACT and its sister organization the Industry Advisory Council (IAC) in supporting the government community in improving operations, costs, and effectiveness.

The foundation for the ACT–IAC strategy lies in four priorities, consistent with the stated priorities of the Federal CIO and the CIO Council:

- Planning, Management, and Delivery processes to improve the strategic value of IT
- Secure Sharing and Safeguarding Information
- Innovation and Digital Government
- Evolving the Government Workforce

ACT has detailed a strategy to support these priorities through the actions of the ACT-IAC organization comprising government and industry professionals. Twelve strategic objectives are detailed, with targeted outcomes based upon recommendations for actions by ACT-IAC across a continuum of activities and events. The strategic objectives are:

- Support agency goals and objectives.
- Assist CIOs in effectively managing IT portfolios
- Improve life-cycle program management skills
- Improve the safeguarding of information
- Define capabilities that facilitate the secure sharing of information
- Establish cross-functional models for sharing and safeguarding.
- Identify and promote initiatives and capabilities that further build and institutionalize digital government.
- Align government demand and industry supply to advance the use of mobile technology
- Establish and support cross-domain use cases, value streams, and leaders in innovation
- Add a C-Level cross-functional program to more effectively and professionally “pull leaders forward.”
- Differentiate the ACT-IAC Professional Development brand
- Engage Academia and provide a lecture series
3 ACT-IAC Strategic Positioning and Strategic Vision

Government leaders are charged to produce a service, solution or some other mission outcome to a defined set of expectations and within a prescribed budget. We fully recognize that delivery is a constant focus even as major national policies and initiatives (and their impacts) are pending, and the delivery is not intended to sacrifice innovation in the face of budget pressures.

ACT-IAC is unique in that it is a non-profit collaboration of government leaders and industry executives, whose mission is to work closely with senior government officials to facilitate the strategic use of technology to advance the mission of government. This unique positioning provides a great opportunity to support the operations of the government in the common cause of better government. ACT-IAC is a model of collaboration and faces the challenge of drawing upon the strengths of our members and of our organization to have a significant impact on the workings of government.

A SWOT analysis was conducted in early 2013 to lay out the strengths, weaknesses, opportunities and threats to the organization in the current environment. The results are contained in Appendix 6. In view of our positioning, ACT-IAC is poised to help derive positive outcomes for government and industry.

The ACT-IAC Strategic Vision – "To be the most trusted public-private partnership for cultivating a cost-conscious culture of ongoing innovation to improve government."
4 Strategic Plan Description

The Plan was developed and is being implemented by ACT in partnership with IAC to provide a strategic framework to guide ACT-IAC activities over the next three years. Our purpose is to have a proactive, meaningful impact on the implementation of administration priorities through the effective and efficient use of technology.

We will do so by connecting the community and delivering measurable value through learning and education, connecting community and actions with a positive impact.

The timing of the plan is driven by recognition that the start of a President’s second term affords a window of opportunity for determining what the pertinent issues are, who the key players will be, and where ACT-IAC’s unique knowledge, trusted forum, and combined technical/functional networks are of greatest value. We recognize that the lifespan of government programs tends to coincide with the Presidential election cycle, so the scope of this plan calls for timely and meaningful engagement with the ACT-IAC communities at-large.

Engagement is accomplished by:

1) Correlating the government-focused Priority Areas with our related, issue-based Strategic Objectives.
2) Coordinating, aligning, and applying actions that deliver the ACT-IAC offerings and activities along a Continuum of knowledge, insights, and information.
3) Continually considering the correlation of priorities across all other Functional and Domain Areas as part of this Continuum.

4.1 Priority Areas:

The ACT Executive Committee met in a strategic planning session February 9th, along with current and past Chairs of the IAC Executive Committee, and identified the following as the four priorities where ACT-IAC could make the most significant contribution to administration programs. The first three priorities are in direct alignment with the Federal CIO’s stated priorities in 2013.

- **Planning, Management, and Delivery processes to improve the strategic value of IT**
  The specific focus areas would be drawn from the priorities outlined in OMB’s March 27, 2013, Memorandum for the Heads of Executive Departments and Agencies on *Fiscal Year 2013 PortfolioStat Guidance: Strengthening Federal IT Portfolio Management*.

- **Secure Sharing and Safeguarding Information**
  This goal addresses the priorities outlined in the 2012 *National Strategy for Sharing and Safeguarding Information*, with a particular emphasis on the cyber-security—“safeguarding”—aspects of the strategy. This would also include identity and access management standards.

- **Innovation and Digital Government**

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1 It should also be noted that the first principle in the *National Strategy for Information Sharing and Safeguarding* is to manage information as a national asset.
Fostering a culture of innovation – and accelerating adoption and Implementation of new data and service-delivery models, security, and privacy policies, and the use of new mobile technologies -- can benefit from ACT-IAC’s input from broad government and industry membership.

- **Evolving the Government Workforce**

ACT has since its inception maintained a focus on education and training to better equip the workforce to address the issues and priorities above, through internal and organic activities as well as scholarships to government workers with academic endeavors. Workforce improvement includes and expands the professional development programs adopted by ACT-IAC including the Institute for Innovation, the ACT-IAC Academy, and the Partners, Voyagers, Associates, and Champions programs.

### 4.2 Offerings and Activities

In line with the ACT EC’s 2012 strategic decision to link all programming within a Continuum over the year, we envision these four Priority Areas will be addressed to some extent by all the major ACT-IAC activities, to include: (a) **Events** such as the Executive Leadership Conference, the Management of Change Conference, the Small Business Conference, Acquisition Excellence, as well as subject-matter-specific forums and programs; (b) **Shared Interest Groups and Working Groups**; (c) **Professional Development** activities such as Partners, Voyagers, Associates, Fellows, and the ACT-IAC Academy; and (d) **Special Studies** being conducted by the **Institute for Innovation**.

### 4.3 Functional Areas and Domain Areas

As the strategic plan is being implemented, we recognize that the effective and efficient use of information and its enabling technology has impact and application across many areas. We anticipate that there will be opportunities to further develop and integrate outcomes across several **Functional Areas** connected by Information Technology, to include: Acquisition, Human Capital, Finance, and Administration, Operations, and Program Management. This expectation also holds true for the end users and environments that have both similar and unique needs as determined by the mission and operations demands within their respective **Domain Areas**, to include: Health, Homeland Security, Defense, Transportation, Energy, Law Enforcement, Environment, etc.

### 4.4 Governance and Leadership

In recognition of the overarching importance of the four Priority Areas and their complex, cross-cutting, and interdisciplinary nature, and in order to ensure alignment of activities in support of them, ACT-IAC will establish associated cross-SIG working groups as the focal point for efforts. This model has proven successful with other high-profile initiatives (cloud computing, advanced mobility) and will provide the structure and focus needed to realize the desired outcomes and actions within the Priority Areas.
4.5 Strategic Objectives, Target Outcomes and Action Items

The ACT-IAC Strategic Plan identifies the issues within the four priority areas on which we can have the most meaningful impact. It lays out 12 strategic objectives to guide our efforts. ACT-IAC intends to achieve each strategic objective by completing several action items and delivering specific desired outcomes. These action items are putative concepts; during the 2013-2016 Plan period (as government priorities do change over time), we view them only as recommendations for future ACT-IAC leaders as they concentrate on achieving the desired outcomes set forth here. We recognize that, over time, other specific actions might be called for to meet our objectives.

4.5.1 Planning, Management and Delivery processes to improve the strategic value of IT

By following best practices in planning and management, agencies can reduce inefficiencies and duplication, streamline, and consolidate commodity IT investments, exercise a stronger focus on supporting the mission, and allow a greater focus on innovation.

4.5.1.1 Strategic Objective: Support Agency Goals and Objectives.

**Issue:** IT solutions are most effective when they result from a strong partnership between business sponsors and empowered CIOs. As they are closest to the mission, business sponsors are responsible for understanding customer needs and establishing business requirements. Agency CIOs must support IT solutions for mission programs by providing secure and cost-effective IT, and business systems that take enterprise needs into account and efficiently share services where possible. Useful roadmaps will help define and integrate enterprise elements to mission area needs.

**Outcomes/Action Items**

| Desired Outcome | 
|-----------------|--------------------------------------------------|
| Closer Relations between CIOs and Mission Counterparts |  
| **Recommended Action** | Charge the MOC organizers to create a panel on “Getting out of the IT support trenches and out to see your mission counterparts.” |
| **Recommended Action** | Charge the ACT-IAC PD programs to include at least one activity where mission people come to talk about the challenges they are facing where technology could help them. |
| **Recommended Action** | Work with the CIO Council to develop a mission map that defines inter-connections and similarities of missions across multiple Departments and Agencies. |

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>IRM Plans and Enterprise Roadmaps Aligned to Agency Strategic Goals and Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recommended Action</strong></td>
<td>Challenge the EA SIG to identify best practices in creating IRM Plans and Enterprise Roadmaps and create a white paper containing checklists summarizing best practices.</td>
</tr>
<tr>
<td><strong>Recommended Action</strong></td>
<td>Charge the ELC organizers to create a panel on effectively creating IRM Plans and Enterprise Roadmaps.</td>
</tr>
</tbody>
</table>
### Recommended Action

Charge the Partners Program to require each Partner pair to create an Enterprise Roadmap for a segment of the government partner’s agency.

### Desired Outcome

A focus on Shared Services to provide the CIO Council and associated Departments and Agencies with bi-annual assessments and related recommendations regarding the application of Shared Services.

### Recommended Action

Integrate the topic of shared services into ACT-IAC priorities and plans for events, SIG efforts, white papers, training curricula, and web site content.

### Recommended Action

Task the appropriate SIGs and/or undertake a cross-SIG effort focused on addressing issues and improving the use of shared services in the Federal government.

### Desired Outcome

Identify common barriers and best practices, as well as solutions, to overcome the barriers and recommend specific actions for the way forward.

### Recommended Action

Organize a conference of Federal and non-government IT, finance and acquisition subject matter experts to discuss target areas of consideration for shared services pilot activities that help shape policy.

#### 4.5.1.2 Strategic Objective: Assist CIOs in effectively managing IT portfolios.

**Issue:** In FY13, PortfolioStat sessions will put particular emphasis on assessing agency adoption of best practices for maturing agency management of IT resources. This will take place in three phases: (1) Preparation, (2) Session, and (3) Post-Session. There is also need to strengthen portfolio governance with strong coordination through investment review boards (IRB) between Chief Operating Officers (COO), CIOs, Chief Human Capital Officers (CHCOs), Chief Financial Officers (CFOs), Chief Acquisition Officers (CAOs), program officials and other key business decision makers is essential for efficient and effective IT portfolio management.

**Outcomes/Action Items**

### Desired Outcome

Governance that effectively allows an agency to make informed business decisions.

### Recommended Action

Charge the Institute for Innovation to collect best practices for governance.

### Recommended Action

Charge the MOC organizers to create a panel on new or innovative governance techniques that are being put into place.

### Recommended Action

Charge the ELC organizers to create a panel on most effective ways to involve stakeholders.

### Recommended Action

Create an event to address lessons learned in conducting portfolio sessions.
### Desired Outcome
Effectively evaluate investments

**Recommended Action**
Challenge the EA SIG to develop a white paper on best practices on valuation methodology used to comparatively evaluate investments, including what criteria and areas are assessed.

**Recommended Action**
Create an event to share best practices in valuation methodology and comparative evaluation of investments.

**Recommended Action**
Charge the organizers of Acquisition Excellence to create a panel on effective valuation methodology and comparative evaluation of investments.

**Recommended Action**
Charge the PD programs to hold mock Portfolio Governance Boards.

### Desired Outcome
Clear understanding of PortfolioStat expectations

**Recommended Action**
Develop a PortfolioStat workshop.

**Recommended Action**
Provide PortfolioStat deliverables that have successfully passed an audit.

#### 4.5.1.3 Strategic Objective: Improve life-cycle program management skills.

**Issue:** Front line program managers face new budget pressures, aging information systems, and an ever-increasing need to establish baseline performance metrics that support a reinvestment in innovation and the instantiation of an improved infrastructure balance for new applications:

### Outcomes/Action Items

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>Recommended Action</th>
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<tbody>
<tr>
<td>Governance program that redirects resources to innovative solutions</td>
<td>Charge the MOC organizers to create a panel on how to use portfolio governance actions to free resources for innovation.</td>
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<td></td>
<td>Charge the ELC organizers to create a panel on innovative solutions that are made possible by smart portfolio governance focusing on how the portfolio governance actions free up resources for innovation.</td>
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<td></td>
<td>Create a new Excellence.gov award for effective portfolio management that has led to innovative IT investment.</td>
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<td></td>
<td>Support development of innovation outreach program, designed to bring innovative solutions already in place directly to CIOs using a road show approach. Encourage CIO-to-CIO conversation.</td>
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<td></td>
<td>Provide CIOs with examples of innovative reuse of programs and Centers of Excellence instead of “reinventing the wheel.”</td>
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### Desired Outcome
An ACT-IAC ‘Trail Boss Course’ focused on “Managing an Aging Infrastructure (MAI),” leveraging ISO 20000 or ITIL

**Recommended Action**
Charge the ACT-IAC Academy to develop a program management course framework (in the tradition of the former Trail Boss Programs) to be used for an initial ‘Managing an Aging Infrastructure” (MAI) course which can be used for other management courses.

**Recommended Action**
Address Continual Service Improvement in the MAI course - providing best practices on the challenges of an aging IT infrastructure (e.g., workforce depletion, changing regulations, resource and service sustainability, etc.)

**Recommended Action**
Address Service Operation in the MAI course - how to operate effectively while cutting back on service levels, reducing the asset base, or obtaining additional resources in a constrained fiscal climate.

**Recommended Action**
Address Service Strategy in the MAI course – re-architecting the service strategy in a manner that achieves program and mission outcomes based on available resources.

### Desired Outcome
An ACT-IAC Academy workshop for government and industry participants to help management determine an operating and cost/performance baseline framework.

**Recommended Action**
Generate content in early 2014 that can be used within all levels of the Professional Development offerings to further the discussion on what goes into the development, assessment, and optimization of performance metrics.

**Recommended Action**
Propose an Institute for Innovation study that looks across government programs for best practices and lessons learned on how and where performance metrics should be applied in a framework that obtains best value. Use for an ACT-IAC Academy workshop and potentially for a Program Management Forum in CY 2014.

### Desired Outcome
A Program Management Forum on performance baseline/performance expectation.

**Recommended Action**
Combine efforts of the Collaboration & Transformation and Acquisition Management SIGs to develop a proposed methodology for generating a performance baseline/performance expectation that can be used to refine performance metrics. Create a white paper on the subject by the end of CY 2013 that can be applied to a CY14 PM Forum.

**Recommended Action**
Generate common ground for program/mission manager and acquisition leadership, which includes a set of best practices for managing business and mission effectiveness under reduced budgets.
4.5.2 Secure Sharing and Safeguarding

In the aftermath of the 9/11 attacks, our government recognized the need to responsibly share information better, faster, and smarter because our national security relies on our ability to share the right information, with the right people, at the right time. However, the WikiLeaks incident and ever increasing cybersecurity incidents highlight the need to improve the safeguarding of the information we manage and share. Information sharing and safeguarding need to be improved in concert, they are two sides of the same coin. On December 19, 2012 the President signed the National Strategy for Information Sharing and Safeguarding. The National Strategy serves as a guide for collective government efforts that promote responsible information sharing and safeguarding in support of our national security. The safeguarding of information also includes identity and access management standards. The Administration is developing plans to implement the Strategy and achieve its goals and realize its vision. The Strategy contains 16 priority objectives, a few of which are described below as engagement opportunities for ACT-IAC (See Appendix 1 for Priority Area Timeline for Improving the Safeguarding of Information).

4.5.2.1 Strategic Objective: Improve the Safeguarding of Information.

**Issue:** Over the last few years, efforts have been undertaken in the Federal government to strengthen safeguards for sensitive and classified information. This is a major focus of Executive Order 13587 “Structural Reforms to Improve the Security of Classified Networks and the Responsible Sharing and Safeguarding of Classified Information” signed in October, 2011, and one of the objectives in the December, 2012, National Strategy for Information Sharing and Safeguarding. Those efforts include tightening controls on removable media, strengthening identity management and access controls, and establishing or bolstering insider threat and enterprise audit programs. Additional actions are being considered to enhance continuous monitoring and incident response, shared risk management, cybersecurity shared services, and better integrating security into future system development efforts. In February 2013, the President signed Executive Order 13636 “Improving Critical Infrastructure Cybersecurity” to increase Information Sharing between the government and critical infrastructure owners and operators, primarily in the private sector, so they can better protect and defend against cyber threats. The Department of Homeland Security (DHS) is required to designate certain industries as Critical Infrastructure at Greatest Risk and the National Institute for Standards and Technology (NIST) is required to establish, within one year, a Cybersecurity Framework to reduce cyber risks to critical infrastructure. The Framework must include a set of standards, methodologies, procedures, and processes that align policy, business, and technological approaches. NIST has issued a Request for Information (RFI) to begin executing this responsibility. The RFI requests information to help identify, refine, and guide the many interrelated considerations, challenges, and efforts needed to develop the Framework. In developing the Cybersecurity Framework, NIST will consult with the other federal agencies, owners, and operators of critical infrastructure, and other stakeholders including state, local, territorial and tribal governments. DHS is also required to establish a Voluntary Critical Infrastructure Cybersecurity Program to encourage owners and operators of critical infrastructure to adopt the Framework.

**Outcomes/Action Items**

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<th>Desired Outcome</th>
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<tr>
<td>Advice on potential risks and barriers to better safeguard information, with indication of successful, proven solutions and best practices that can work to accelerate progress and improve the effectiveness of those efforts.</td>
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The ACT-IAC Strategic Plan: 2013 – 2016
**Recommended Action**
Add a focus area in the Acquisition Excellence conference to bring lines-of-business experts into a discussion on common barriers and actions to overcome them.

**Recommended Action**
Task the Cybersecurity SIG to lead an assessment of the Federal government’s efforts to implement the National Strategy information-sharing and safeguarding objectives.

**Desired Outcome**
Recommend solutions and practices to improve the safeguarding of mission and business critical information that exists among and between the Federal government and private sector critical infrastructure.

**Recommended Action**
Task the Cybersecurity SIG to review the NIST Request for Information, identify ways in which IAC members can contribute to the development of a draft Framework to reduce the cyber risks to critical infrastructure as required in the Executive Order, and develop and implement an action plan to do so.

### 4.5.2.2 Strategic Objective: Define capabilities that facilitate the secure sharing of information.

**Issue:** Even as there continues to be a clear recognition that certain information needs to be shared among various departments and agencies, the challenge remains to do so in a compliant and secure manner. Matters of privacy and legality need to be fully applied to measures being taken to uncover those who would seek unethical, illegal, and immoral activities against US citizens.

**Outcomes/Action Items**

**Desired Outcome**
Identify secure information sharing scenarios and develop use cases to help define methods and solutions used for accomplishing secure sharing, most specifically those that have already removed barriers to secure sharing.

**Recommended Action**
Task the Cybersecurity SIG (and others if appropriate) and/or the Institute for Innovation to assess issues and concerns from the private sector about sharing cybersecurity information with the Federal government.

**Recommended Action**
Task the Professional Development activities to find solid use cases where secure information sharing has been achieved through various methods involving policy, methodology, and technology, with recommendations for other secure sharing areas.

### 4.5.2.3 Strategic Objective: Establish cross-functional models for sharing and safeguarding.

**Issue:** As previously noted, the issue of safeguarding and secure information sharing crosses government and industry, and their many business and mission domains. Common solution areas should be found that benefit both without overly compromising or conflicting the other.

**Outcomes/Action Items**
**Desired Outcome**
A joint educational session or an appropriate Forum or Program to engage Industry and Government stakeholders across multiple critical infrastructure domains to address common safeguarding and secure information sharing approaches and methodologies.

**Recommended Action**
Engage the ACT-IAC Academy and the Institute for Innovation to invite industry, government and academia to the table for a discussion on viable use cases securing and sharing across domains.

**Recommended Action**
Develop a congressional forum where various technology vendors have opportunity to display safeguarding and secure sharing technologies that are working across functional and domain areas.

### 4.5.3 Innovation and the Digital Government

The *Digital Government Strategy*, issued in May 2012, is the Administration’s Strategy for Building a 21st Century Digital Government. Its three primary goals are to:

- Enable the American people and an increasingly mobile workforce to access high-quality digital government information and services anywhere, anytime, on any device.
- Ensure that as the government adjusts to this new digital world, we seize the opportunity to procure and manage devices, applications, and data in smart, secure, and affordable ways.
- Unlock the power of government data to spur innovation across our nation and improve the quality of services for the American people.

The associated open data policy, *Managing Government Information as an Asset to Promote Interoperability and Openness* will establish an open data project to build an online repository of tools, best practices, and schema, and to establish open standards, open licenses, common core, and extensible metadata. *Agency data will be made publicly available in a human- and machine-readable format to enable the data to be automatically aggregated and harvested by Data.gov.*

Taken together, these two policies – along with the Federal CIO’s and CTO’s continuing emphasis on innovation - are the Administration’s tools for using technology to make a real difference in people’s lives. ACT-IAC can play a significant role in achieving this objective (See Appendix 1, *Priority Area Timeline for Supporting the Digital Government Strategy.*)

#### 4.5.3.1 Strategic Objective: Identify and promote initiatives and capabilities that further build and institutionalize digital government.

**Issue:** Many of the goals and principles of the strategy (and the open data policy) require more than discrete deliverables – they require fundamental cultural changes and increasing maturity in the way agencies think about and deliver services to their customers. Collaborative solutions are needed to implement those changes, driving innovation, customer-centric approaches, and the use of shared platforms. The *Digital Government Strategy* provides a clear statement of commitment to digital government, but will require ongoing modification to address the evolving needs as new technologies and policies emerge.

**Outcomes/Action Items**

**Desired Outcome**
A roadmap for using these levers to maximum effect.
**Recommended Action**
Develop and refine a comprehensive approach to all the requisite levers of change required to inculcate digital government principles: governance, solution architecture, program management, acquisition, etc. Define a digital government maturity model that agencies can follow.

**Desired Outcome**
A business case for digital government

**Recommended Action**
Collect case studies (public or private sector, US or international) for the use of digital government / open data principles in solving business or government challenges. Describe the business case and how the change achieved.

**Recommended Action**
Develop and populate a panel with senior government officials for a future conference on “Digital Government Approaches to Deliver Customer Services.”

**Recommended Action**
Engage the Partners/Voyagers/Associates programs in developing case-study materials for use in a course offered by the ACT-IAC Academy in the benefits of using digital government principles to deliver customer (citizen and/or employee) services.

**Recommended Action**
Work with the Executive Leadership Conference Co-chairs to spotlight a mobile-related issue on the conference agenda, again bringing senior government officials to the table.

**Desired Outcome**
Defined enablers or accelerators for agency adoption of digital government.

**Recommended Action**
Suggest how barriers be removed, incentives created, or innovation jump-started, as well as how OMB, the Federal CIO Council, GSA, and/or others can best provide the right support mechanisms.

### 4.5.3.2 Strategic Objective: Align Government Demand and Industry Supply to Advance the Use of Mobile Technology.

**Issue:** The Digital Government Strategy emphasizes adoption of shared platforms for delivery of mobile-related services. The maturity of the government consumers and the industry suppliers alike has increased dramatically in the last year, and continues to evolve rapidly with the pace of technology.

**Outcomes/Action Items**

<table>
<thead>
<tr>
<th>Desired Outcome</th>
<th>A more mature federal mobility security baseline.</th>
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<tbody>
<tr>
<td><strong>Recommended Action</strong></td>
<td>Further develop the initial baseline created in the Digital Government Strategy (section 9.1) and extend it to a broader range of use cases to reflect the evolution of technical solutions and capabilities.</td>
</tr>
</tbody>
</table>

| Desired Outcome | Recommendations to align the government-wide acquisition strategy for procurement of mobile technologies and service. |
Recommended Action
Building on the Digital Government Strategy mobile device management (MDM) platform (section 5.5), develop recommendations to support the GSA Managed Mobility program. Recommendations should be aligned with agency demands and expectations as well as emerging industry capabilities and offerings, while ensuring compliance with government-wide policy, emerging standards, and requirements.

Desired Outcome
Acquisition approaches for common mobile solutions to support legal/policy compliance.

Recommended Action
Address the policy and legal gaps in today’s federal mobile environment (use of stipends, acceptance of commercial terms and conditions, records retention requirements, etc.), along with any new issues that must be addressed to accommodate new technologies.

4.5.3.3 Strategic Objective: Establish and support cross-domain use cases, value streams, and leaders in innovation.

Issue: The Digital Government Strategy includes many ambitious ideas and principles, but its discrete deliverables were confined to a 12-month horizon. Full realization of the potential of digital government is a multi-year endeavor that requires valid use cases that deliver value across the enterprise. A year into the implementation of the strategy, we are more knowledgeable of the needs and gaps that exist across federal agencies, which must be addressed to further the aims of the strategy.

Outcomes/Action Items

Desired Outcome
A refined focus on Digital Government for ACT-IAC

Recommended Action
Provide bi-annual assessments and related recommendations regarding the application of the Digital Government Strategy.

Recommended Action
Rename the Advanced Mobility Working Group to the Innovation and Digital Government Working Group in recognition that its scope has become broader than mobility, and continue its support for the Digital Government Strategy.

Recommended Action:
Using the model developed under 4.5.3.1, assess Departments’ and Agencies’ progress and deliver supporting recommendations for increasing government-wide digital maturity.

Desired Outcome
A roadmap of initiatives and deliverables to continue the momentum of the digital strategy

Recommended Action
Create a series of Forums and Programs that generate a strong representation of mobility use cases along with the value streams that they produced from a prior operating baseline.

Recommended Action
Conduct a gap analysis of the 12-month deliverables – what elements of the strategy remain unaddressed; which deliverables need further work or elaboration; and what new issues have been identified.
**Recommended Action**
Establish new executive level forums and initiatives to help identify a common understanding, application, lessons learned, and best practices regarding the Digital Government Strategy.

**Recommended Action**
Continue to build a Mobility Executive Session where ideas and innovations can be brought forward and shared among government and industry users.

### 4.5.4 Evolving the Government Workforce
Managing and executing a 21st-century portfolio of service delivery and innovation requires a quickly evolving set of skills, capabilities, and relationships for the government workforce. Changing demographics, the rapid progression of technology, increasing expectations from employees and citizens, and new approaches to assembling and delivering services and solutions all demand that the government workforce develop and advance accordingly. ACT-IAC’s established, collaborative programs for professional development provide a platform to help the government workforce evolve to meet these new challenges.

#### 4.5.4.1 Strategic Objective: Add a C-Level cross-functional program to more effectively and professionally “pull leaders forward.”

**Issue:** ACT-IAC has two long-running and successful professional development programs: Partners, targeted towards those who are ready to take the next step to the C-Level, and Voyagers, targeted towards “rising stars” in Industry and government. In 2013, ACT-IAC also implemented the Associates Program, engaging new professionals with less than five years of experience. Initial feedback from the Associates class is that it fills a needed gap and will enjoy success similar to the other programs (See Appendix 1 for Priority Area Timeline for Improving the Government Workforce).

**Outcomes/Action Items**

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<tr>
<th>Desired Outcome</th>
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<tbody>
<tr>
<td>A senior level “Champions Program” in the ACT-IAC professional development portfolio, targeted towards senior executives already at the C-level and completing the continuum of programs for professionals seeking development throughout their entire career</td>
</tr>
</tbody>
</table>

**Recommended Action**
Define the curriculum to include such activities as executive coaching; 1-1 workshops with other executives; mentoring of the Partners, Voyagers, and Associates; and classes on public speaking. Determine the draws that will attract executives (new technology, public recognition, speaking engagements, and new networking opportunities.) Implement the Champions Program in 2014.

**Recommended Action**
Define the methodology by which participants are selected, i.e., whether by invitation only or through application. Recruit past EC executives as leadership for the class (one each for government and industry.)

**Recommended Action**
Determine the participant pool (regardless of application), i.e., shall we include legislative, administration, and defense officials among the invitees?
4.5.4.2 Strategic Objective: Differentiate the ACT-IAC Professional Development Brand.

**Issue:** ACT-IAC, though well respected by those who know it, needs to increase awareness of the professional development opportunities it affords members and affiliates.

<table>
<thead>
<tr>
<th>Outcomes/Action Items</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Desired Outcome</strong></td>
</tr>
<tr>
<td>Increased participation from government staff with concentration on educational benefits that will positively contribute to the justifications needed for such participation as being “mission essential.”</td>
</tr>
<tr>
<td><strong>Recommended Action</strong></td>
</tr>
<tr>
<td>Self-accredit courses allowing participants to earn CEUs/PDU’s.</td>
</tr>
<tr>
<td><strong>Recommended Action</strong></td>
</tr>
<tr>
<td>Develop a “road show” of our capabilities for presentations to executives and new member companies to encourage them to participate. Use the current Partners, Voyagers, and Associates to create brief intros on what the programs mean to them.</td>
</tr>
<tr>
<td><strong>Recommended Action</strong></td>
</tr>
<tr>
<td>Develop contacts with CHCO’s, CLO’s, CFO’s, etc.; have a team from ACT-IAC (to include ACT-IAC staff, as well as Federal and Industry leaders in professional development) meet with these groups either at events or as individuals. Enlist the Fellows organization to help with introductions.</td>
</tr>
</tbody>
</table>

4.5.4.3 Strategic Objective: Engage Academia and provide lecture series.

**Issue:** The world of academia may be an “untapped resource” for providing new members, assisting with accreditation, providing new recruits for our programs and improving the content of courses. Additionally, we may be able to draw exceptional speakers from this group to enhance our product and offerings.

<table>
<thead>
<tr>
<th>Outcomes/Action Items</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Desired Outcome</strong></td>
</tr>
<tr>
<td>Develop a strategic partnership with a major university that will enhance our professional development programs as well as theirs.</td>
</tr>
<tr>
<td><strong>Recommended Action</strong></td>
</tr>
<tr>
<td>Identify some major universities (local and further afield) to begin work with. Once contact is established, use presentations of current curricula to further discussions leveraging and growing ACT-IAC Academy offerings.</td>
</tr>
<tr>
<td><strong>Recommended Action</strong></td>
</tr>
<tr>
<td>Initiate the development of educational activity to better inform government on private sector processes and applications.</td>
</tr>
</tbody>
</table>
## APPENDIX 1 – Priority Area Timeline

### 4.5.1. Planning, Management, and Delivery to improve the strategic value of IT

<table>
<thead>
<tr>
<th>Paragraph</th>
<th>Owner(s)</th>
<th>Milestone Actions</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.5.1.1</td>
<td></td>
<td>Support Agency Goals and Objectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MOC Planning Committee</td>
<td>MOC panel on IT outreach to mission counterparts</td>
<td>May-14</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PD leadership</td>
<td>PD program on mission challenges</td>
<td>Jan-14</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Institute for Innovation</td>
<td>CIOC project to develop mission map across agencies</td>
<td>Execute in FY14</td>
<td></td>
</tr>
<tr>
<td></td>
<td>PD leaders</td>
<td>Charge Partners to create enterprise roadmap for each pair</td>
<td>Jan start, Sept delivery</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Staff</td>
<td>Conference of Fed and industry IT, finance, &amp; acquisition to discuss shared services</td>
<td>Initiate discussions summer 2013, Available date?</td>
<td></td>
</tr>
</tbody>
</table>

| 4.5.1.2   | SIGs | Collect best practices for governance | FY |      |
|           | MOC Planning Committee | MOC panel on how to use governance for innovation | May |      |
|           | ELC Planning Committee | ELC panel on innovation through governance | October |      |
|           | Acquisition Excellence Planning Committee | Acquisition Excellence panel on effective valuation methodology | March |      |
|           | SIGs | Mock Portfolio Governance Boards in PD programs | Feb-Nov |      |
|           | SIGs | PortfolioStat workshop | FY |      |

| 4.5.1.3   | Excellence.gov Steering Committee | Excellence.gov award for effective portfolio management | March |      |
|           | ACT EC | Innovation Outreach – CIO to CIO conversations | summer, ongoing |      |
|           | ACT & IAC EC | Investigate “Trail Boss” program for managing an aging Infrastructure | summer/fall |      |
|           | IAC Program Committee | Program Management Forum in FY14 | FY |      |
|           | Program Committee | PortfolioStat workshop | CY |      |
### 4.5.2. Secure Sharing and Safeguarding

<table>
<thead>
<tr>
<th>Paragraph</th>
<th>Owner(s)</th>
<th>Milestone Actions</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.5.2.1</td>
<td>ACT and IAC Executive Committees</td>
<td>Support Shared Services Strategy</td>
<td>June 2013</td>
</tr>
<tr>
<td></td>
<td>ACT and IAC Executive Committees</td>
<td>Integrate the topic of shared services into ACT-IAC priorities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ACT and IAC Executive Committees</td>
<td>Organize a conference of Federal and non-government IT, finance and acquisition subject matter experts to identify common barriers and best practices and solutions to overcome the barriers and recommend concrete actions for the way forward</td>
<td>2014 Acquisition Excellence Conference</td>
</tr>
<tr>
<td></td>
<td>ACT and IAC Executive Committees</td>
<td>Undertake a cross-SIG effort focused on addressing issues and improving the use of shared services in the Federal government.</td>
<td>June 2013</td>
</tr>
<tr>
<td>4.5.2.2</td>
<td>Cybersecurity SIG and others</td>
<td>Improve the Safeguarding of Information and Critical Infrastructure Cybersecurity</td>
<td>ongoing</td>
</tr>
<tr>
<td></td>
<td>Cybersecurity SIG and others</td>
<td>Assess Federal efforts to resolve cybersecurity risks and barriers.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cybersecurity SIG and others Cybersecurity SIG and others and Institute for Innovation</td>
<td>Recommend solutions and practices to improve cybersecurity information sharing between the Federal government and private sector critical infrastructure.</td>
<td>ongoing</td>
</tr>
<tr>
<td></td>
<td>Cybersecurity SIG</td>
<td>Identify ways IAC members can contribute meaningfully to developing a draft NIST <em>Cybersecurity Framework</em> to reduce cyber risks and implement an action plan to do so.</td>
<td>December</td>
</tr>
</tbody>
</table>
### APPENDIX 1 – Priority Area Timeline

#### 4.5.3. Innovation and Digital Government

<table>
<thead>
<tr>
<th>Paragraph</th>
<th>Owner(s)</th>
<th>Milestone Actions</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 4.5.3.1   | ACT and IAC ECs | **ID initiatives to build digital government**

- Engage partners/voyagers in using case studies to craft an ACT-IAC Academy course *in conjunction with Goal 4 re workforce programs*
- ACT and IAC ECs
- Work with ELC Co-chairs to weave mobile-related issues into the conference agenda
- Digital Strategy Working Group
- Define and catalyze enablers and accelerators for agency adoption of digital government

<table>
<thead>
<tr>
<th></th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>2014</td>
</tr>
<tr>
<td>Ongoing, coordinated with ACT-IAC Academy schedule</td>
<td></td>
</tr>
<tr>
<td>ELC 2013</td>
<td></td>
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</tbody>
</table>

| 4.5.3.2. | Advance the use of mobile technology |
| Digital Strategy Working Group | Align government demand and industry supply to advance the use of mobile technology in government

- a. Evolve the Federal mobile security baseline
- b. Set of recommendations to align the government-wide acquisition strategy, supporting DGS 5.1
- c. Address the policy and legal gaps remaining in the Federal mobile environment

<table>
<thead>
<tr>
<th></th>
<th>Ongoing/supporting DGS 9.1 and 10.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2013</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

| 4.5.3.3 | Support innovation |
| Digital Strategy Working Group | Institutionalize the Digital Government Strategy

- a. Develop and refine a comprehensive approach and roadmap to use all requisite levers of change
- b. Reinforce the business case for digital government:
- i. Collect case studies for partners/voyagers project
- ii. Create a panel for MOC Drivers and Government Priorities Track

<table>
<thead>
<tr>
<th></th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing</td>
<td></td>
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</tbody>
</table>

| Digital Strategy Working Group | Define the next set of deliverables and initiatives needed to further digital government

- a. Gap analysis of *Digital Government Strategy* 12-month deliverables (after the end of the 12-month period)
- b. Roadmap of initiatives and deliverables to continue the momentum

<table>
<thead>
<tr>
<th></th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOC 2013</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX 1 – Priority Area Timeline

**4.5.4. Evolving the Government Workforce**

<table>
<thead>
<tr>
<th>Paragraph</th>
<th>Owner(s)</th>
<th>Milestone Actions</th>
<th>Timeframe</th>
</tr>
</thead>
</table>
| 4.4.1     | Professional Development Working Group | Define the next set of deliverables and initiatives needed to further Champions  
  a. Define the curriculum  
  b. Invite the inaugural class | July 2013  
August 2013 |
| 4.4.2     | Professional Development Working Group | Market PD course to a broader audience  
  a. Accredit courses  
  b. Develop Road show of courses/experiences (for MOC)  
  c. Meet/Greet with CHCO’s, etc. | Sept.  
May/June  
October |
| 4.4.3     | Professional Development Working Group | Engage Academia to enhance programs  
  a. Identify universities  
  b. Meet/Greet with Universities | Oct 2013  
January |
6  APPENDIX 2 – SWOT Analysis Results

Strengths
• Fiscally strong with a strong management staff
• Vendor neutral in a public/private partnership
• Broad range of well-established and newer activities
• Primarily member-driven with good volunteer rate
• Well-respected for events and thought leadership
• Well-established processes and governance
• Strong, well-connected network of partners and leaders
• Dependable government participation/attendance
• A value proposition with relevant content that can be more readily aligned to a continuum of activity.

Weaknesses
• Lacking good recognition among many government groups and a general community awareness
• Inconsistent levels of resources and the lack of needed technical depth of resources
• Insufficient senior level engagement on a sustained basis diminishes high quality, highly strategic activity
• Ineffective & inconsistent content capture, access, and re-use
• Perceived imbalance of business development as the majority of attendees/contributors
• Large organization that has lacked clarity and created confusion regarding member value.

Opportunities
• Align ACT-IAC to senior level participation and content
• Leverage expanded, informative programs & forums with lower cost, greater convenience, value
• Shared, cross-functional events with other associations
• CXO level projects directly related to key Gov initiatives
• Institutionalize the continuum with expectations and outcomes that further demonstrate value
• ACT-IAC Academy self-accreditation capability to provide expanded education/collaboration value
• Enhanced content management capability to enhance member communication, experience and value.

Threats
• Exposure with heavy conference revenue dependency
• Increasing events to cover revenue could further strain staff performance and sponsorship effectiveness
• Budget anxieties among government and industry creating cutbacks and participation lag
• Restrictive government policies in travel and events
• Competing conference activities and topic areas
• Inefficient volunteer management process, conflicting volunteer priorities and unmet member expectations
• Desperation - establishing too many, too complex or the wrong priorities with marginal interest.