

DoD CIO Competencies

**“What you should expect from your
Healthcare CIO”**

Agenda

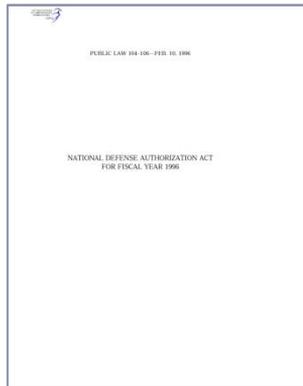
- The “Why”
 - Background
 - Why is it necessary to define CIO competencies?
 - Why should I care?
- The “Who”
 - Who does this apply to?
- The “What”
 - What are the DoD CIO competencies?
- Parting Thoughts
- Questions

The “Why”

Background: Clinger-Cohen Act of 1996



National Defense Authorization Act for Fiscal Year 1996



February 1996

IT Management Reform Act of 1996



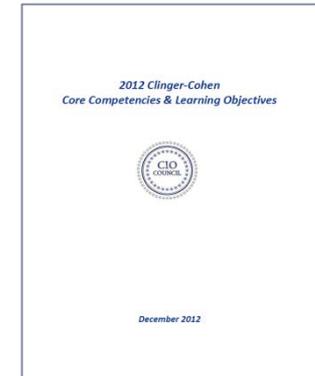
February 1996

E-Government Act of 2002



December 2002

2012 Clinger-Cohen Core Competencies & Learning Objectives



December 2012

Public Law intended to authorize appropriations by FY for DoD (broken into 5 divisions)

Division E of FY96 NDAA - This law required each agency head to establish clear accountability for IT management activities by appointing an Agency CIO

Codified the existence of the US Federal CIO Council

Updated guidelines by the Federal CIO Council for the development and consistent implementation of IT workforce policy and initiatives across the Federal Government

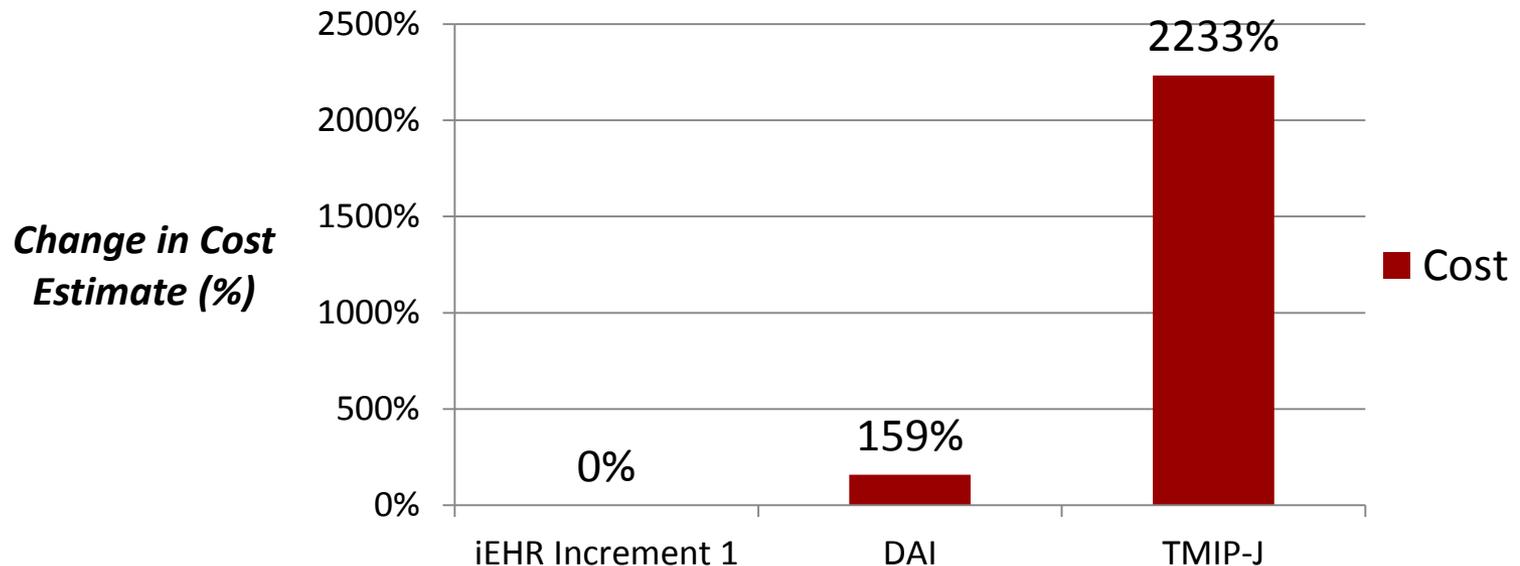
Why define CIO Competencies?

- It's the Law!
- The link between business operations and IT
- Complexity of IT
 - Moore's Law
 - Change Management
 - Compare to OER's or Flu shots?
- Growth of IT
 - US News & World Report – 7 jobs with largest growth
 - Registered Nurse (\$72K – \$79.7K)
 - **Computer Systems Analyst (\$83.2K – 100K)**
 - **Web Developer (\$83.2K – \$100K)**
 - Mgr of Retail Sales (\$30K - \$40K)
 - **Computer Application SW Engineer (\$91.8K - \$106K)**
 - Truck Driver (\$35.4K - \$50K)
 - Retail Sales (\$21.8K - \$30K)

Why should I care?

■ As a Taxpayer

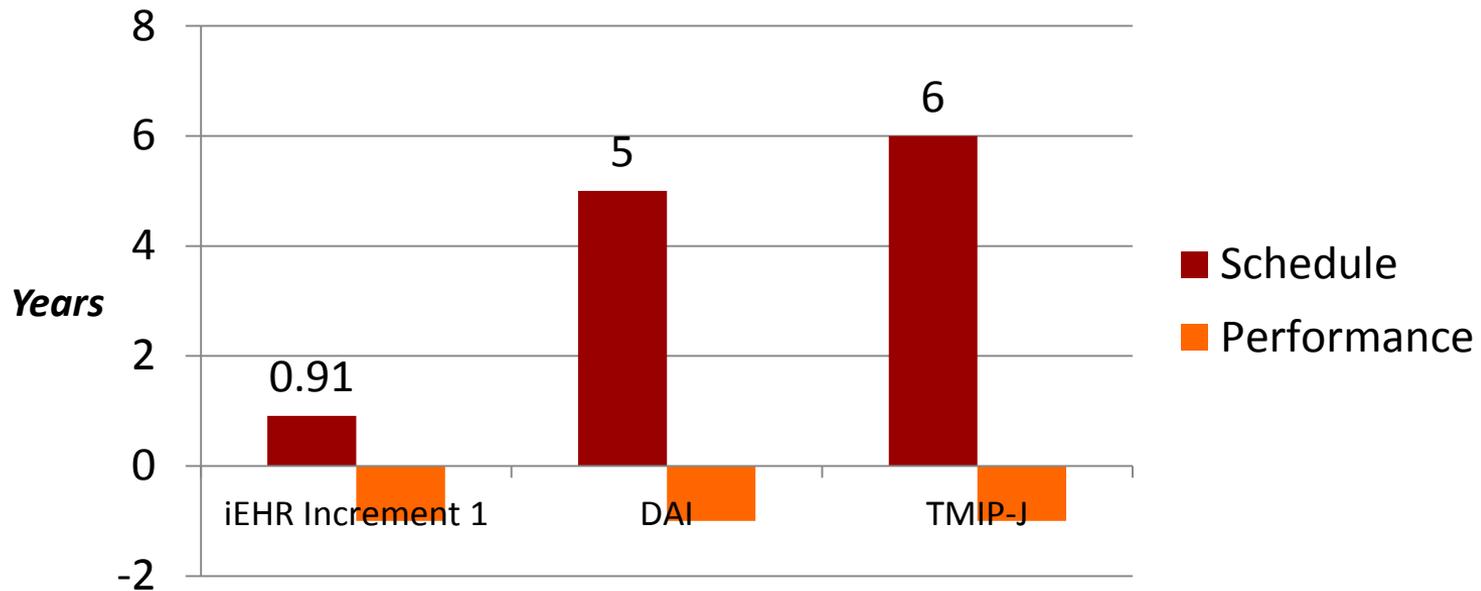
- March 2014, GAO Report to Congress on Major Automated Information Systems (MAIS) in DoD
 - DoD spent \$35B on IT investments in FY12 (MHS ~\$2.2B)
 - Selected 15 of the 42 MAIS listed in DoD’s 2012 Oversight List



Why should I care (cont'd)?

■ As a Healthcare Professional & Leader

- ❑ Schedule and Performance impacts business operations
- ❑ Recent history indicates that dissatisfaction with AHLTA is #1 reason Providers leave the Army



The “Who”

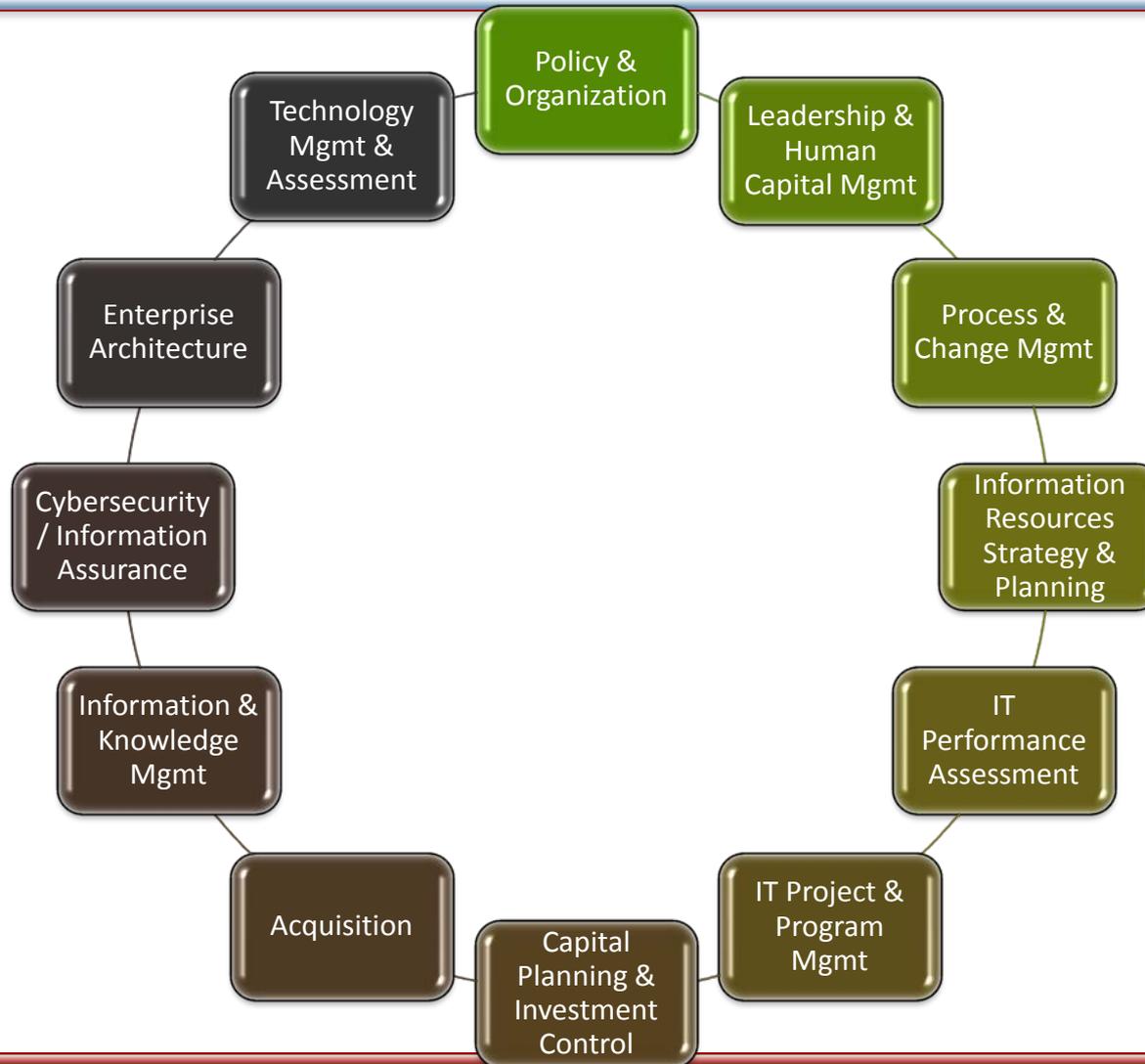
Who does this apply to?

■ The IT Management Reform Act (aka “Clinger-Cohen Act”) applies to ALL Federal Executive Agencies

- Department of Agriculture (USDA)
- Department of Commerce (DOC)
- Department of Defense (DOD)
- Department of Education (ED)
- Department of Energy (DOE)
- Department of Health and Human Services (HHS)
- Department of Homeland Security (DHS)
- Department of Housing and Urban Development (HUD)
- Department of Justice (DOJ)
- Department of Labor (DOL)
- Department of State (DOS)
- Department of the Interior (DOI)
- Department of the Treasury
- Department of Transportation (DOT)
- Department of Veterans Affairs (VA)

The “What”

DoD CIO Competencies



Parting Thoughts

- Understand what your CIO can bring to the table and expect it!
- Appreciate that Process is key – in some respects it matters little which technology is chosen, but rather how processes are adapted to integrate it
- Understand the link between cost control and IT standardization
- Appreciate that the “Operating Company” model applies to IT as well

Questions



Backup Slides

- *The CIO has one of the most cross-cutting positions in government and must be able to work effectively with a wide range of people across multiple organizations. Additionally, the CIO must be comfortable in a fast-changing environment that includes evolving technologies, legislation, policy, and politics.*
 - *On Governance “IT is an integral part of an agency’s overall governance and consists of the leadership and organizational structures and processes that ensure that the agency’s IT sustains and extends the mission by supporting its information management and delivery needs. CIOs not only must be a part of the overall agency governance, but also must ensure that they have functioning governance mechanisms for policy making, enforcement and decision making on IT issues that are effective, transparent, and accountable.”*

Leadership & Human Capital Mgmt



- *Management concepts are important but CIOs must move beyond management to leadership. This includes oversight over the individuals within their organization, and working to attract, retain, and develop their personnel.*

Process & Change Mgmt

- *The paramount role of the CIO is as Chief Visionary of the organization's information and technology—critical enablers for achieving mission and improving efficiency. Change management encompasses far more than a single leader's perspective. The CIO works in strong partnership with the CXOs and other key stakeholders as part of the change management process. Open, effective communications are essential to ensure organizational buy-in.*

Information Resources Strategy & Planning



- *IT must be a value-adding dimension of the business plan. Information Resources Management (IRM) strategic planning must begin with the business strategic planning process and integrate with the organization's business functions and plans since business planning and IRM planning are parallel and coupled processes. IRM planning should also address cross-governmental and inter-agency planning issues as well as external drivers.*

IT Performance Assessment



- *The CIO has the challenge of meeting both customer and organizational needs established in the agency's business plan. In order to ensure those needs are being met, the CIO must understand the importance of the qualitative and quantitative baseline assessment measures and their use in the performance assessment cycle.*

IT Project & Program Mgmt

- *The relationship between project management and program management is interdependent, not discrete, and progressively cumulative. A project is a specific investment having defined goals, objectives, requirements, lifecycle cost, a beginning and an end that delivers a specific product, service or result. A program is typically a group of related work efforts, including projects, managed in a coordinated way. Programs usually include elements of ongoing work. For program management processes to be mature, project management processes must be mature. IT Program Managers should be skilled in both IT Project and IT Program Management Competencies*

Capital Planning & Investment Control



- *It is essential that CIOs understand the importance of Capital Planning and Investment Analysis. Capital planning is needed to provide a framework for running government with the same disciplines as private business. In addition to passage of the Clinger-Cohen Act (now codified in Title 40), there is an array of other legislation and fiscal guidance which are significant to effective Capital Planning and Investment Control.*

- *Acquisition links technology investment to the business outcomes and results, as defined by the end consumer. Acquisition needs to move from what has been a singular focus on process to one that considers both process and objectives. Acquisition anticipates what is needed before it is officially stated, and develops requirements that include the end users and must be linked to business outcomes.*

The CIO must understand the new dynamic, and understand lifecycle management. He/she must move from a risk-averse process to one of risk management, and create an innovative acquisition environment throughout the organization. The CIO should monitor changes in acquisition models and methods.

Acquisition includes four stages—(1) Defining the business objective; (2) Requirements definition and approval; (3) Sourcing and (4) Post-Award management—which are each critical to a successful IT acquisition.

Information & Knowledge Mgmt

- *Under Title 40, Subtitle III, Chapter 113, Section 11315, Agency CIOs have information resources management (IRM) identified as their primary responsibility. Per Circular A-130, IRM encompasses both information itself and the related resources, such as personnel, equipment, funds, and information technology. As part of their information management responsibilities, the CIO must also deal with Privacy issues; Freedom of Information Act (FOIA) requirements; Open Government mandates; and accessibility issues, as well as the preservation of records to comply with business, operating, regulatory and legal requirements. In addition, the CIO may support knowledge management activities to preserve and share subject matter expertise.*

Cybersecurity/Information Assurance



- *The Federal Information Security Management Act (FISMA) – codified in Chapter 35 of Title 44, U.S. Code - charges each Federal CIO with the responsibilities to develop and maintain an agency-wide cybersecurity/information assurance(IA) program, including security policies, procedures and control techniques to both protect and defend information, systems and networks. CIOs must be able to assess the risks associated with vulnerable systems and information; determine the levels of security protection required; institute cost-effective methods to reduce risk to acceptable levels; and continuously monitor the capabilities of those techniques and controls. In addition, they must oversee the training programs to ensure that both the protectors and users of information and systems have the knowledge necessary to adequately protect organizational assets.*

Enterprise Architecture

- *An enterprise architecture (EA) establishes the agency-wide roadmap(s) to meet mission and strategic goals through the optimal performance of core business processes and supporting information resources (e.g. systems, applications, databases, websites, and networks). Enterprise architecture roadmaps are essential for transforming the existing business processes and IT solutions to an optimal business capability target that provides maximum mission value. EA includes agile plans for transitioning from the current business and technology operating environment to the target environment.*

Technology Mgmt & Assessment



- *Since the inception of the Clinger-Cohen Act, the CIO's role as technology manager has become increasingly complex. The ability to ensure effective development and deployment of technology requires a broad awareness of current and emerging technology capabilities, standards, policies and law. CIOs must also be able to identify and evaluate the strategic benefits of technology applications within the business environment.*