

Cross Agency Priority Goal Quarterly Progress Update

Smarter IT Delivery

Goal Leaders:

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FY2016 Quarter 4

Overview

Goal Statement

- Eliminate barriers and create new incentives to enable the Federal Government to procure, build, and provide world-class, cost-effective information technology (IT) delivery for its citizens, and hold agencies accountable to modern IT development and customer service standards.

Problem

- Too many Federal IT projects do not meet citizen expectations, arrive late and over budget, and/or are outright abandoned. Further, the chasm between what citizens expect and government's capacity to deliver continues to widen as the private sector regularly produces simpler, more convenient, and more readily-available offerings.

Vision

- The Federal Government will deliver world-class IT services allowing customers to easily access and complete digital transactions. We will accomplish this by attracting, hiring, and retaining the best talent inside government; partnering with the most innovative companies; and establishing effective processes to drive outcomes and accountability.

Progress Update

Targeting High Priority Projects

Digital Services at Treasury: Get Transcript Online is a tool utilized by millions of taxpayers to electronically obtain a copy of their tax transcripts. In 2015, IRS took down the tool because it was being exploited by bad actors to improperly access taxpayer information. Creating a new authentication system that solves the difficult challenge of verifying the identity of individuals seeking to use IRS services was a top priority of the agency – not just to restore access to the Get Transcript Online tool, but also as a prerequisite for many future IRS digital services. Over eight months, USDS worked with IRS to develop and launch a Secure Access service that enabled the full restoration of taxpayer access to Get Transcript Online in the summer of 2016.

Digital Services at Veterans Affairs: USDS has been working with the VA to iteratively develop and roll out Vets.gov, which will ultimately replace 514 highly confusing websites for veterans currently operated by the VA. In July 2016, USDS helped the VA roll out the online health application on Vets.gov which included the ability to apply for health care benefits online. Prior to this new online health care application, an estimated 70% of veterans attempting to utilize VA's legacy electronic application for health care were blocked from applying online by error messages due to browser compatibility issues. The new online application has eliminated these issues, made it far easier for veterans to access health care, and has garnered terrific feedback from veterans, with over 50% of veterans utilizing it having their application for health care benefits automatically processed (approved/denied) within 10 minutes of submitting their application.

Progress Update *continued*

Digital Services at Homeland Security: In July 2016, the USDS team at the Department of Homeland Security worked with the Department of State to launch a digital approval stamp process for Federal agencies processing refugees who have already been interviewed in-person, and who have cleared all security and background checks. More than 57% of cases require this action, so having the flexibility to conduct it from any location at any time is a significant benefit. The digital stamp approval process was the team's first step towards modernizing the refugee admissions process by increasing officer efficiency and reducing wait time for applicants, while upholding rigorous security standards.

Open Source Software Guidance Released: In August, OMB released the Federal Source Code policy to support improved access to custom software code developed by or for the Federal Government. The policy requires new custom-developed source code developed specifically by or for the Federal Government to be made available for sharing and re-use across all Federal agencies. It also includes a pilot program that will require Federal agencies to release at least a portion of new custom-developed Federal source code to the public and support agencies in going beyond that minimum requirement. While the benefits of enhanced Federal custom-developed code reuse are significant, additional benefits can accrue when source code is also made available to the public. Making source code available can enable continual improvement of Federal custom-developed code projects as a result of a broader user community implementing the code for its own purposes and publishing improvements.

Action Plan Summary

Sub-goal	Major Actions to Achieve Impact	Key Indicators
<p>I. Attract, recognize, hire and retain more of the best talent working inside government in order to increase the government’s internal technical capacity and bring federal IT culture in line with private sector best practices.</p>	<ul style="list-style-type: none"> • Digital Service Expert (DSE) hiring evaluation board in place • Centralized digital presence to attract new talent and allow them to indicate interest/apply to positions • Direct Hire Authority in place for initial digital service teams • U.S. Digital Service at OMB fully-staffed and operational • 18F at GSA fully-staffed and operational • Veteran Digital Service at VA fully-staffed and operational • Hiring “MythBusters” group available for agency troubleshooting • DSE classification fully operationalized (permanent classification at the Office of Personnel Management (OPM); reported in standard human resources (HR) metrics; surveyed for satisfaction) • Ability to hire DSEs available to all agencies • DSE hiring collateral (e.g. sample position descriptions) available to all agencies 	<ul style="list-style-type: none"> • % of DSE hires with contributions to digital services in production by agencies • # of agencies with at least one Digital Services Expert hire and/or one full time hire onto a U.S. digital service team • # of people hired to work at USDS HQ, agency teams, and 18F

Action Plan Summary

Sub-goal	Major Actions to Achieve Impact	Key Indicators
<p>II. Get more of the best companies and partners working with government to rapidly deliver innovative solutions and systems that meet or exceed customer and agency expectations in terms of cost, time, experience, and capabilities.</p>	<ul style="list-style-type: none"> • Stand up “buyers clubs” in agencies to promote innovative and more efficient IT contracting practices, through testing, documenting and sharing results, and scaling • Streamlining the process to register to do business with the federal government. • Tools to meaningfully collate and present past performance metrics to allow agencies to “shop” (similar to private sector applications like Yelp) and select the best provider for their needs. • Transform existing vendor performance measurements to 21st century standards, including increased transparency regarding deliverables (such as vendors developing new applications in the open) and comparables. • Increase access to and promote use of commercially-proven strategies to shorten the time to value for IT investments. • Procurement “MythBusters” group available for agency Troubleshooting. • Digital procurement training. 	<ul style="list-style-type: none"> • Average time in days to register as a new business with the federal government (SAM.gov), as a small business with Small Business Administration (SBA), as a service-disabled Veteran-owned business with VA, and to obtain special classification (e.g. woman-owned) • % new IT award dollars going to small businesses • # of agencies that have stood up “buyers clubs” to promote innovative and more efficient IT contracting practices
<p>III. Put the right processes and practices in place to drive outcomes and accountability through High Impact List (HIL) engagements, PortfolioStat and Digital Services pilot engagements.</p>	<ul style="list-style-type: none"> • Explore options for streamlining the Paperwork Reduction Act (PRA) requirements under certain terms for Digital Services projects • PortfolioStat FY2014 sessions and analysis • High Impact List scorecards and action plans • Get every agency to publish a workflow/checklist for putting an application into production • Conduct “Mythbusters” tour regarding IT/security requirement adherence 	<ul style="list-style-type: none"> • % of IT projects within 10% of their budgeted cost • % of IT projects within 10% of their delivery schedule • Number of approved FITARA plans • Savings from IT reform efforts • % of software development projects using agile • % of Federal domains using HTTPS • # of agencies that have identified legacy IT systems that need to be upgraded or retired.

Work Plan: Processes & Outcomes

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Cloud.gov launched	10/15	Complete	GSA 18F	
Complete FY16 Q1 PortfolioStat sessions	11/15	Complete	OMB OFCIO	
Develop an open source software policy that, together with the Digital Services Playbook, will support improved access to custom software code developed for the Federal government.	12/15 8/16	Complete	EOP	Policy was finalized in 8/16
Issue policy to agencies on procuring commodity software	12/15	Complete	OMB OFCIO/ OFPP	Policy was opened up for public feedback on software.cio.gov
Approve Agency FITARA plans	12/15	Complete	OMB OFCIO	
Issue policy to agencies on optimizing data centers	12/15	Complete	OMB OFCIO	Went out for public comment March 2016, slightly behind schedule.
CAP goal refresh to include new indicators	2/16	Complete	OMB	
Launch a public-facing FITARA Dashboard	2/16 5/16	Complete	OMB OFCIO	All agency plans have been approved by OMB and have been linked to on management.cio.gov
Complete FY16 Q2 PortfolioStat sessions	2/16	Complete	OMB OFCIO	
Release guidance on Legacy IT investments	3/16 10/16	Complete	OMB OFCIO	Guidance was released for comment in October 2016
Agencies update their FITARA self-assessments per M-15-14	4/16	Complete	CFO Act Agencies	
Complete FY16 Q3 PortfolioStat sessions	7/16	Complete	OMB OFCIO	
Complete FY16 Q4 PortfolioStat sessions	11/16	Complete	OMB OFCIO	
Agencies must make all existing websites and services accessible through a secure connection (HTTPS-only)	12/16	On Track	CFO Act Agencies	For progress see pulse.cio.gov
Measurable impact on at least 5 of the government's most important digital services	12/16	On track	OMB USDS	

Work Plan: People

Milestone Summary

Key Milestones	Milestone Due Date	Milestone status	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Scale excepted service hiring authority for digital services experts across government	5/15	Complete	CIOC/OMB/OPM	Schedule A authority for temporary appointments released by OPM May 2015
Provide initial guidance to agencies on using Schedule A Digital Services Hiring authority	12/15	Complete	OMB USDS and OPPM	Initial myth buster guidance sent to agencies
Add tools and resources on IT competencies to management.cio.gov	2/16	Complete	CIOC	
Begin 2 nd IT Solutions Challenge	6/16	Missed	CIOC	CIOC decided not to host a second Solutions Challenge
At least 10 agencies have digital service teams in place	12/16	On track	OMB USDS	
Hire and place at least 500 top technology and design talent to serve in the U.S. government	1/17	On track	OMB USDS	
Put a more permanent Digital Services hiring solution in place (broader Schedule A or DHA)	12/17	Not started	OMB	

Work Plan: Partners

Milestone Summary				
Key Milestones	Milestone Due Date	Milestone status	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Launch Digital Service Contracting Professional Training and Development Program	10/15	Complete	OMB USDS and OFPP	
Launch pilot program for Digital Acquisition Innovation Labs	2/16	Complete	OMB OFPP and GSA 18F	
First class completes the Digital Service Contracting Professional Training and Development Program	4/16	Complete	OMB USDS and OFPP	
Launch next session of the Digital IT Acquisition Professional Training (DITAP) program with FAI	8/16	Complete	OMB USDS and OFPP/GSA FAI	

Key indicators

Sub-goal	Key Implementation Data						
Processes & Outcomes	Indicator	Source	Baseline	Target?	Frequency	Latest Data	Trend
	% of IT Projects within 10% of their budgeted cost	ITDB	Feb 2014: 77%	100%	Quarterly	71.84%	↓
	% of IT projects within 10% of their delivery schedule	ITDB	Feb 2014: 78%	100%	Quarterly	77.91%	↓
	# of approved FITARA agency plans	OMB	Q1 FY16: 21	24	Quarterly	24	↑
	IT Cost Savings	Agencies	Q1 FY12: \$0	\$5.8B	Quarterly	\$4.68B	↑
	% of software development projects using agile	ITDB	Q1 FY16: 38%	60%	Quarterly	43.62%	↑
	% of Federal domains using HTTPS	Pulse.cio.gov	Q1 FY16: 39%	100%	Daily	61%	↑

Key indicators *continued*

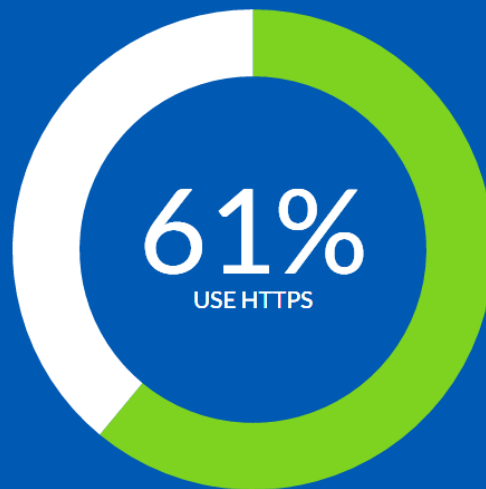
Sub-goal	Key Implementation Data						
People	Indicator	Source	Baseline	Target?	Frequency	Latest Data	Trend
	# of digital projects in production that a digital services expert has been involved with	Agencies	Q1 FY15: 6	N/A	Quarterly	79 projects	↑
	# of agencies with at least one Digital Services Expert hire and/or one full time hire onto a U.S. digital service team	Agencies	Q1 FY15: 2	24	Quarterly	8 agencies (VA, GSA, SSA, DHS, DOD, Ed, SBA, OMB)	↑
	# of people hired to work in the Digital Coalition (USDS HQ, agency teams, and 18F)	USDS	Aug 2014: 0	500	Quarterly	396 (196 USDS HQ and agency teams)	↑

Key indicators *continued*

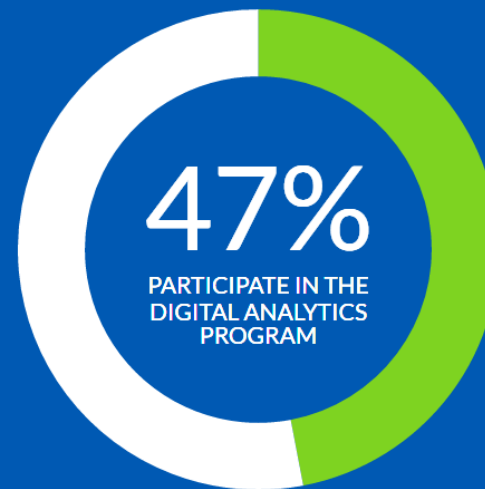
Sub-goal	Key Implementation Data						
Partners	Indicator	Source	Baseline	Target?	Frequency	Latest Data	Trend
	Average time (in days) to register to do business (contract with) federal government in SAM.gov	SAM.gov	Q1 FY15: 3 days	N/A	Quarterly	3 days	=
	% new IT award dollars going to small businesses	USASpending	FY14: 36%	N/A	Yearly	36% (FY15)	=
	# of agencies that have stood up “buyers clubs” to promote innovative and more efficient IT contracting practices	OMB	FY14: 1	N/A	Yearly	15 (FY16)	↑
	# of contracting officers who have finished the Digital IT Acquisition Professional Training (DITAP) program	OMB USDS and OFPP	April 2016	30 per session	Biannual	28	

Pulse

How federal government domains are meeting best practices on the web.



[VIEW HTTPS RESULTS](#)

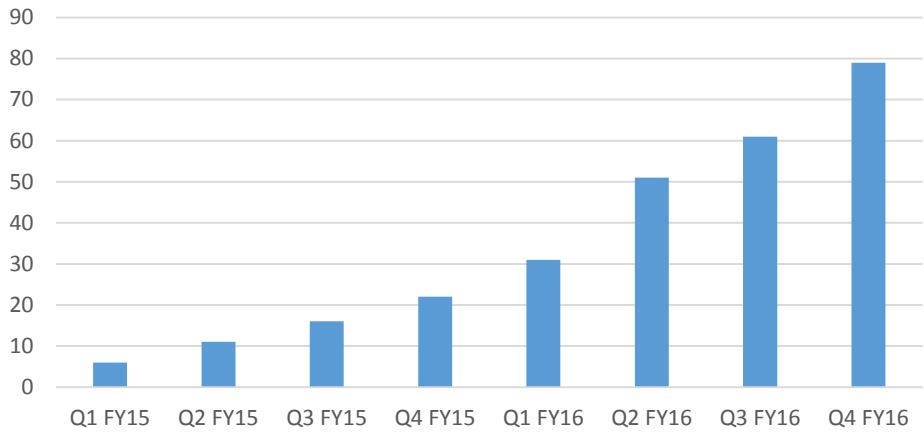


[VIEW ANALYTICS RESULTS](#)

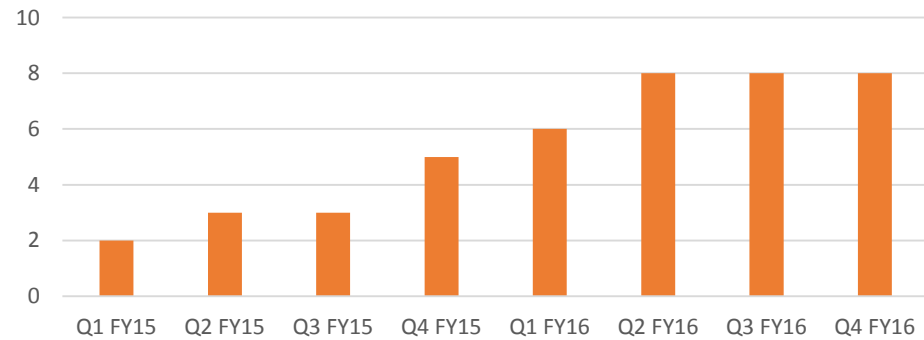
For real-time data on HTTPS and additional metrics, see pulse.cio.gov

Key indicators – People

Digital Projects in Production that Digital Services Experts have contributed to

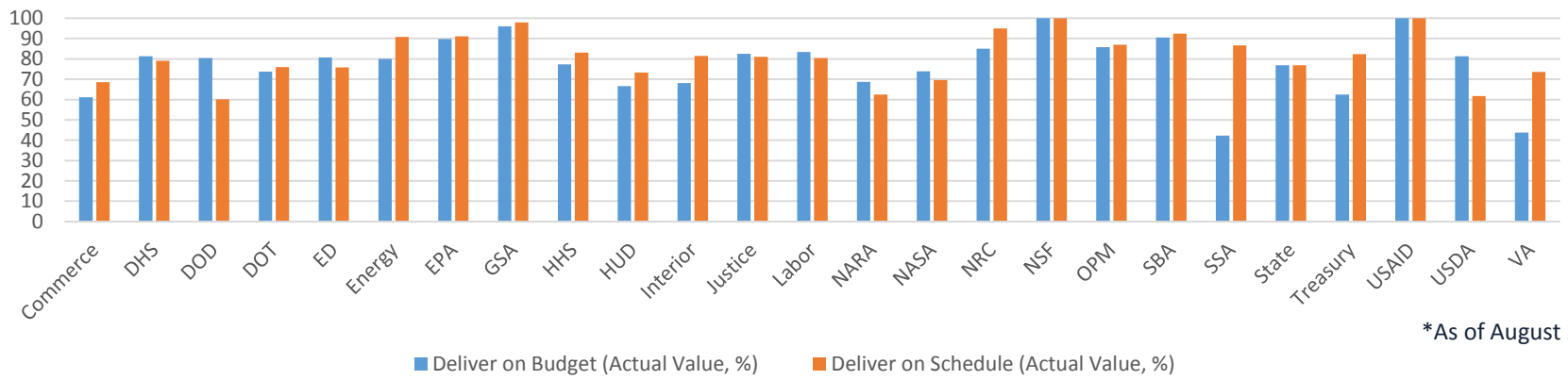


Number of agencies with at least one Digital Services Expert hire and/or one full time hire onto a U.S. digital service team



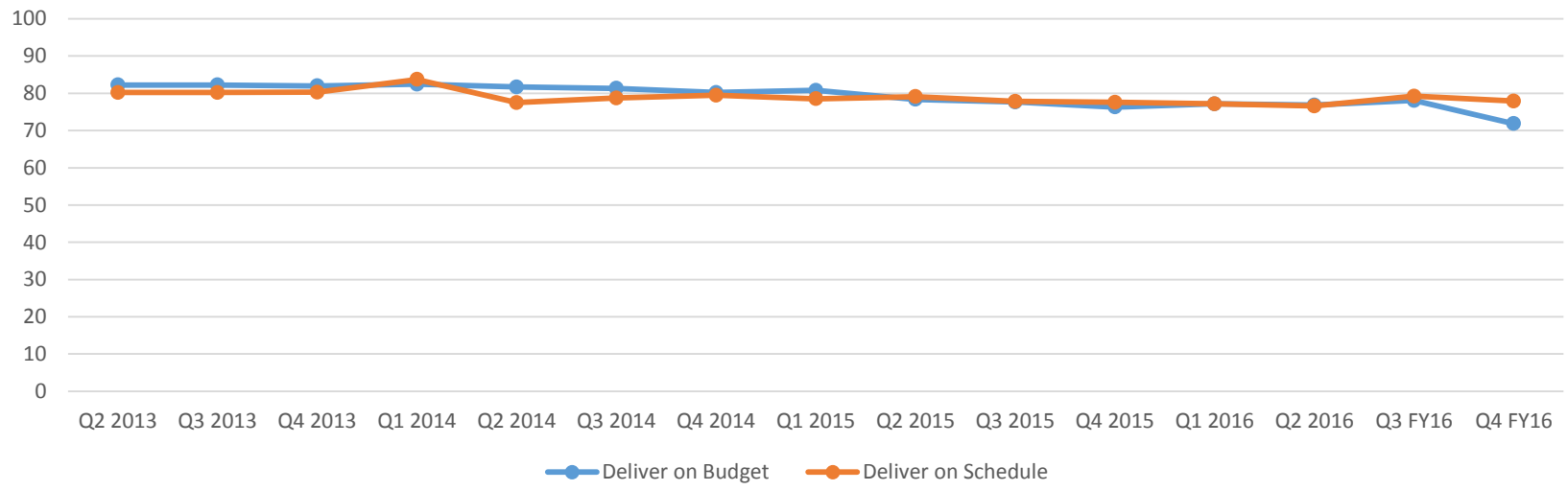
Key Indicators – Processes and Outcomes

Deliver on Budget and Schedule – Q4 FY2016



*As of August 2016

Government-Wide Trend



Deliver on Budget: % of IT projects within 10% of their budgeted cost Deliver on Schedule: % of IT projects within 10% of their delivery schedule. The line graph illustrates the government average.

Source: Federal IT Dashboard, Projects Data Feed

Contributing Programs

General Services Administration

- Government-wide Policy Program
- Citizen Services and Innovative Technologies Program
 - 18F
- Integrated Award Environment Program
 - Systems for Award Management

Department of Homeland Security

- US Citizen and Immigration Services (USCIS)

Department of Veterans Affairs

- Veteran Digital Services team

Acronyms

- **CIOC – Chief Information Officer Council**
- **CMS Centers for Medicare and Medicaid Services**
- **DHS – Department of Homeland Security**
- **DOD – Department of Defense**
- **DOT – Department of Transportation**
- **DSE – Digital Service Expert**
- **ED – Department of Education**
- **EPA – Environmental Protection Agency**
- **GSA – General Services Administration**
- **HIL – High Impact List**
- **HR – Human Resources**
- **HUD – Department of Housing and Urban Development**
- **IT – Information Technology**
- **NARA – National Archives and Records Administration**
- **NRC – Nuclear Regulatory Commission**
- **NSF – National Science Foundation**
- **OMB – Office of Management and Budget**
- **OPM – Office of Personnel Management**
- **PRA – Paperwork Reduction Act**
- **SBA – Small Business Administration**
- **SME – Subject Matter Expert**
- **SSA – Social Security Administration**
- **USACE – United States Army Corps of Engineers**
- **USAID – U.S. Agency for International Development**
- **USCIS – U.S. Citizen and Immigration Service**
- **USDA – Department of Agriculture**
- **USDS – U.S. Digital Services**
- **VA – Department of Veterans Affairs**