U.S. Department of Homeland Security

Identity Credential and Access Management

Executive Steering Committee (ICAM ESC)

Strategic Advisory Team Charter

Version: 1.0

Date: 05.20.14

Document History

DOCUMENT VERSION#	ISSUE DATE	BY	DESCRIPTION OF REVISION(S)
0.1	November 21, 2012	DHS/ICAM/PMO	Initial Creation for review by Re-charter Work Group
0.2	February 8, 2013	DHS/ICAM/PMO	Revision for distribution to Advisory Team
0.3	February 28, 2013	DHS/ICAM/PMO	Further revision for distribution for initial meeting of Advisory Team
0.4	April 2, 2013	DHS/ICAM PMO	Edited to include decisions made by the ICAM Advisory Team on March 25, 2013
0.5	April 4, 2013	DHS/ICAM PMO	Adjusted membership, quorum, consensus procedures and executive sponsorship
0.6	January 6, 2014	DHS/ICAM PMO	Updates ICAM ESC Charter date; Formatting changes
1	May 20, 2014	DHS/ICAM PMO	Final draft for CIO and CSO approvals

1 Purpose

The Advisory Team supports the Identity Credential and Access Management Executive Steering Committee (ICAM ESC) in managing the DHS ICAM portfolio. It is responsible for ensuring that both Department and Component ICAM policy and investment decisions align with the ICAM Segment Architecture (ICAM-SA) strategic and transition plans as well as future direction from the ESC to address performance gaps, minimize risk and demonstrate a positive return on system investments. By organizing subject matter experts (SMEs), the Advisory Team also provides an effective technical analysis and communication forum for information exchange and for resolving Department-wide ICAM issues in order to approve and recommend technical recommendations, decisions and standards to the ESC affecting existing and new ICAM systems.

ICAM is defined as any initiative affected by the *Federal Identity Credential and Access Management Roadmap and Implementation Guidance Version 2.0*:

- Digital Identity
- Credentialing
- Privilege Management
- Authentication
- Authorization and Access
- Cryptography
- Audit and Reporting (ICAM only)

2 Mandates and Drivers

The following key mandates and drivers justify the Advisory Team Charter:
- ICAM ESC Charter, v2 dated 9/27/13
- DHS Strategic Plan, 2008-2013, Includes the Secretary's priorities and goal to create "One DHS" to provide an integrated and comprehensive approach to Homeland Security that is performance-driven.
- DHS ICAM Segment Architecture

3 Membership Roles

The Advisory Team is composed of the following members:

- Executive advocate (DHS CIO & DHS CSO)
    - Serves as the executive sponsor for the Advisory Team.
    - Leads modernization and unification of systems and interfaces across DHS.
    - Promotes effective collaboration and representation across DHS in support of the Advisory Team activities.
    - Ensures Component interests are addressed, recognizing the need for both a standard DHS ICAM strategy as well as the need to address and resolve issues unique to the mission of individual Components.
    - Interfaces directly with the ICAM ESC.

- Chairpersons (ICAM PMO Director)
    - Schedules Advisory Team meetings.
    - Receives agenda topics from Component representatives and ESC members.
    - Organizes agendas for Advisory Team meetings.
    - Facilitates Advisory Team meetings.
    - Ensures collaboration and direction to achieve meeting objectives considering both the ICAM strategy and Component needs.

- Secretary (ICAM PMO)
    - Records official minutes and action items of Advisory Team meetings.
    - Maintains up-to-date SharePoint site with relevant presentations and supporting documents.
    - Documents the Advisory Team's formal recommendations to the ESC.

- Component representatives
    - Empowered to commit for their organization or obtain senior leader approval in a timely manner.
    - To ensure the best interests of the Components and the Department; Coordinate access to Component SMEs to incorporate both the business and technical perspectives of the Component at meetings.
    - Possesses understanding of ICAM plans, strategy and challenges.
    - Attends all meetings.
    - Designates a single alternate to actively participate in meetings, if necessary.
    - Formally designated alternates may stand-in for the lead Component representatives and maintain the same decision-making privileges.
    - Proposes Component ICAM investments for review.
    - Reports progress and performance on ICAM projects for their Component.
    - Reviews ICAM spending requests. Identifies and communicates issues or concerns.
    - Actively engages in creating and implementing a common DHS ICAM strategy.
    - Votes on project approval or termination to form recommendations to the ESC based on an enterprise perspective, critical Component needs, and the ICAM transition plan.
    - Proposes and votes on changes to the Advisory Team charter, as needed.
    - Serves as a liaison between the Advisory Team and the ESC.
    - Serves as a liaison between the Advisory Team and Component functional areas.
    - In the event that the Component representative needs to change, the respective ICAM ESC member will notify the Advisory Team Chairperson and identify the new Component representative.

- Auxiliary participant
    - Provides subject matter expertise.
    - Advises Component representatives, if necessary, by providing additional business or technical perspective.

PARTICIPANTS:

Voting Representatives	Auxiliary Participants
CBP	Component SMEs
FEMA	Other SMEs
FLETC	DHS – OCIO/EBMO
ICE	DHS – OCIO/ESDO
NPPD	DHS – OCIO/ISEO
TSA	DHS – OCIO/ISEO/ICAM PMO
USCG	DHS – OCIO/ITSO/OneNet
USCIS	DHS – OCIO/ITSO/PKI
USSS	DHS – OCFO
DHS – Policy	DHS – OCSO/IMD
DHS – OCIO/EBMO/EA	DHS – USM/OCPO/APMD
	DHS – USM/OCPO/OPO

4   Membership Responsibilities

4.1   Execute ICAM Intake Process

- Create and validate a well-defined process for receiving, reviewing and approving projects.
- Review and improve process as conditions merit.
- Validate necessary reviews and documentation for different types of projects.
- Submit spending requests in accordance with decision-making thresholds.
- Review and vote on investment proposals and related documentation to form ESC recommendations.
- Review procurement plans and funding profiles for enterprise investments.
- Provide recommendations on ICAM investment proposals to include funding strategies.

4.2   Execute ICAM Portfolio Governance

- Develop a process for effective portfolio governance of the ICAM-SA.
- Provide and maintain currency of Component system inventory and related costs.
- Provide and maintain currency of Component contract inventory including costs and schedules.
- Report progress and performance on Component ICAM investments and system deactivations.
- Determine a system for measuring and evaluating portfolio investments.
- Provide portfolio analysis and recommendations for ICAM investment proposals as part of the integrated Planning, Programming, Budgeting and Execution (PPBE) processes
- Provide recommendations on prioritization of ICAM investment proposals and budget requests. Ensure the recommended investments align with the portfolio strategy and transition plans as well as future direction from the ESC.
- Monitor status of transition plan and recommend changes or corrective actions consistent with the ICAM ESC charter.
- Address challenges or clear roadblocks inhibiting or disrupting Component ICAM activities.
- Provide input and review all materials that are to be presented to the ESC.

- Strive to ensure Component ICAM activities and missions are strengthened by DHS ICAM Portfolio governance initiatives.

4.3 Stewards of Information Exchange and Dissemination
- Facilitate involvement by appropriate Component level staff of appropriate information.
- Steward the exchange of information, ideas and lessons learned.
- Attend system demonstrations when possible.

4.4 Support Ad-Hoc Tasks as Defined by the ICAM ESC
- Research and provide recommendations on cross-functional and cross-organizational challenges related to any aspect of the ICAM program.

5 Operating Procedures

5.1 Frequency and Agenda
The Advisory Team meets at least monthly to provide Components a timely opportunity to have spending requests reviewed and decided. Additional meetings may be scheduled as needed to conduct business; likewise, the Chairperson may decide to reduce the frequency of meetings, if appropriate. The Chairperson drafts meeting agendas based on Advisory Team member proposals and ESC requests. Any Advisory Team member may recommend agenda topics.

5.2 Investment Decision Criteria Guidance
Decision-making criteria are required to determine when different governing bodies possess authority to approve ICAM investments. This criteria will be developed by the Advisory Team and Approved by the ESC.

5.3 Inputs for Advisory Team Meetings
Inputs (read-ahead materials) are determined based on the topic or type of review being conducted. They are of sufficient detail to provide members information needed to make a responsible recommendation or decision if required. Electronic copies of the inputs are submitted to the Advisory Team Chairperson two weeks in advance of the scheduled meeting. The Chairperson organizes the agenda and distributes related material to the Advisory Team one week in advance of the scheduled meeting.

5.4 Preparing for Advisory Team Meetings
Once the inputs are received, Advisory Team members review all artifacts and coordinate with the appropriate SMEs from their respective Component to ensure they are fully aware of any concerns or issues regarding the topic. Through these discussions and reviews, each Advisory Team member should be prepared to represent their position with respect to the agenda item being reviewed. The Advisory Team meeting is not a forum to review the documents. The meeting serves as a place to discuss the materials and make decisions or recommendations.

5.5 Quorum Criteria and Voting Procedures

The Advisory Team recommendations are only enforceable or actionable if the majority of the designated Component representatives (or their designated alternates) are present (either in person or on the phone) during a meeting. When this quorum is not reached, members may continue deliberation, but substantive voting decisions may not be made. Auxiliary participants are not included in the quorum count.
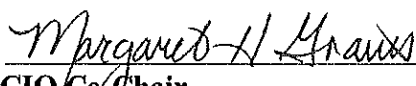
The Chairperson facilitates deliberations and the consensus call or vote for any recommendations made by the Advisory Team. To the greatest extent possible, the Advisory Team seeks consensus from all members, including Auxiliary Members. In the cases where full unanimity cannot be reached a consensus should be sought which includes the dissenting opinions of those not joining the consensus. Consensus is understood to be near, but not necessarily absolute, unanimity.

Where consensus cannot be reached and a vote is required, each designated Voting Representative has an equal vote. Auxiliary participants, to include additional Component SMEs, do not possess voting privileges even if their designated Component representative or alternate Component representative are not present. When voting is required he final Advisory Team decision or recommendation is based on majority vote of the Voting Members present. Formal recommendations will annotate any dissenting opinions or split decisions including tied votes.
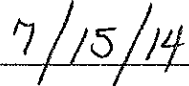
5.6 Outputs from Advisory Team Meetings

All meetings are documented to establish an official record of Advisory Team activities. Upon completion of meetings, the Chairperson shall draft a memorandum for ESC members identifying specific recommendations and distributes all materials to the Advisory Team within five business days from completion of the meeting. Documents are also available on the Advisory Team's SharePoint site. Members serve as advocates to the ESC regarding Advisory Team recommendations.
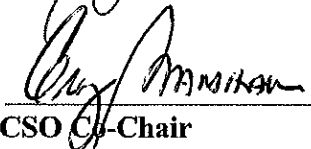
6 Executive Approval – ICAM ESC

Margaret H Graves
CIO/Co-Chair

_7/15/14_
Date

Guy Mannikow
CSO Co-Chair

_8/1/14_
Date