



# DHS 2017 FEDERAL INFORMATION TECHNOLOGY ACQUISITION REFORM ACT (FITARA) SELF ASSESMENT

Richard Staropoli, Chief Information Officer

## [Abstract](#)

Per OMB M-15-14, Agencies are required to conduct annual self-assessment reviews and updates. The second update must be completed by May 31, 2017. To fulfill this requirement, OMB has developed two templates for agency updates rather than requiring updates to the implementation plans. OMB has pre-populated the below tables with (1) your Agency's approved self-assessment scores, and (2) the actions/milestones (and corresponding due dates, if provided) that are listed in your Agency Implementation Plans, Self-Assessment table or a separate source that agencies may be using to track progress.

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Department of Homeland Security  
2017 Federal Information Technology Acquisition Reform Act (FITARA) Common Baseline Annual Self-Assessment

**VERSION CONTROL**

**Current Version: Final**

Date	Version	Notes (Changes from the previous draft)	Updated by:
5/17/17	<b>DHS FITARA Self-Assessment and Milestones 2017 Update – V1.2</b>	Submitted to DHS CIO	<a href="mailto:EBMO.tasker@hq.dhs.gov">EBMO.tasker@hq.dhs.gov</a>
5/18/17	<b>DHS FITARA Self-Assessment and Milestones 2017 V1.3</b>	Updated to Reflect MGMT Directive 102-02 Rev 1 Signed May, 17, 2017	<a href="mailto:EBMO.tasker@hq.dhs.gov">EBMO.tasker@hq.dhs.gov</a>
5/25/17	<b>DHS FITARA Self –Assessment and Milestones 2017V1.4</b>	Updated to Reflect completed Action Item May 25, 2017	<a href="mailto:EBMO.tasker@hq.dhs.gov">EBMO.tasker@hq.dhs.gov</a>

Agency Guidance for May FITARA Deliverable

Per M-15-14, Agencies are required to conduct annual self-assessment reviews and updates. The next update must be completed by May 31, 2017. To fulfill this requirement, OMB has developed two templates for agency updates rather than requiring updates to the implementation plans. OMB has pre-populated the below tables with (1) your Agency's approved self-assessment scores, and (2) the actions/milestones (and corresponding due dates, if provided) that are listed in your Agency Implementation Plans, Self-Assessment table or a separate source that agencies may be using to track progress. Agencies are required to complete both templates and submit them to OMB by May 31<sup>st</sup>.

Directions for completion:

- For *Agency, Common Baseline Self-Assessment Update*:
  - *Initial Element Rating*: Your Agency's previously submitted self-assessment ratings are pre-populated in the attached template. Please review and update any ratings that don't accurately reflect your submission. These updated scores will not be posted publicly.
  - *Current Element Rating*: Please provide an updated Assessment score on each Category Element.
  - *Relevant Policy Supporting Implementation of Element*: This column includes all public and internal memos, directives, policies, strategies, and procedures, established to enable successful outcomes.
  - *Obstacles / Risks / Challenges by Category*: Please include all barriers to success by category, as well as any mitigation plans and/or strategies developed to address these issues.
  - **For Agencies that stated that they do not have formal bureaus or component level organizations as related to elements M, N, O.** While there may not be official component level organizations, your agency operates IT in regions, field offices, and or program offices, in which there is someone responsible for managing IT. Therefore, for these elements, we ask that your agency provide ratings and details about how your agency delegates and manages authority over IT investments throughout the agency and any supporting policies, directives, or memos that govern such a delegation. Your agency Bureau Leadership Directory and Assignment Plan should be updated as applicable.
  - Please submit your completed Self-Assessment (in Word or Excel) to your OMB OFCIO Desk Officer.
  
- For *Agency Actions and Milestones Table*:
  - Commitments included in each Agency Implementation Plan have been pulled to pre-populate the attached template. While OMB made every attempt to extract commitments and target completion dates accurately, please review and make any adjustments necessary to reflect the actions your agency is taking to fully implement the FITARA Common Baseline elements. Should your agency feel that it is necessary to change or adjust the pre-populated language, please highlight the new or different language and inform your Desk Officer of the changes that were made.
  
  - Agencies should use the example JSON file and schema at [management.cio.gov/schema](http://management.cio.gov/schema) to generate a FITARA milestones.json describing these milestones and post this to [agency.gov/digitalstrategy](http://agency.gov/digitalstrategy). This will allow OMB to automatically pull agency responses into a government-wide view of FITARA progress and milestones.
  - If there are Actions / Milestones not listed that your agency is currently undertaking or has completed to achieve progress in a specific category that your agency would like to report, please add current status information to the table.
  - *Status*: Please provide an update on the completion status of each agency Action / Milestone.
  - *Status Description*: Please describe in detail your agency's responses to the Action / Milestone status column. These responses include all ongoing actions, dependencies, and partial milestones, completed and established to successfully implement an agency action and/or milestone.
  - Your agency Bureau Leadership Directory and Assignment Plan should be updated as needed.

**RATINGS**

<b>1</b>	Incomplete – Agency has not started development of a plan describing the changes it will make to ensure that all baseline FITARA responsibilities are in place by December 31, 2015
<b>2</b>	Partially Addressed – Agency is working to develop a plan describing the changes it will make to ensure that all baseline FITARA responsibilities are in place by December 31, 2015.
<b>3</b>	Fully Implemented – Agency has developed and implemented its plan to ensure that all common baseline FITARA responsibilities are in place.

**BUDGET FORMULATION**

Category	Description
<b>A</b>	Visibility of IT resource plans/ decisions to CIO.
<b>B</b>	CIO role in pre-budget submission for programs that include IT and overall portfolio.
<b>C</b>	CIO role in planning program management.
<b>D</b>	CIO approval of agency IT budget in submission to OMB.

**Agency Common Baseline Table**

Category	Element	Element Rating April 2016	Current Element Rating May 2017	Relevant Evidence Supporting Implementation of Element	Obstacles / Risks /Challenges by Category
<b>Budget Formulation (A-D)</b>	A	3	3	<p>DHS Office of the Chief Financial Officer (OCFO) and Office of the Chief Information Officer (OCIO) continue to collaborate to ensure continuous improvement of the Planning, Programming, Budgeting and Execution (PPBE) process to determine any additional changes or touch points needed. In 2015 and 2016, working groups identified opportunities for improvement and associated policies and directives that needed to be revised.</p> <p>DHS identified and updated applicable policies to address OMB Common Baseline requirements for all phases of the PPBE process. The following delegations, directives and instructions have the appropriate approvals and signatures. We also documented and updated the Enterprise Business Management Office (EBMO) processes to align with the updated PPBE phases to assess the effective use of IT-related resources, while establishing CIO, CFO, and Component Acquisition Executive (CAE) approval processes at both the component and department levels. (Elements A-D). These changes were all completed in advance of the April 2016 submission.</p> <ul style="list-style-type: none"> <li>• Delegation 04000 - Delegation for Information Technology</li> <li>• Directive 102-02- Capital Planning and Investment Control (CPIC)</li> <li>• Directive 102-04- Portfolio Management</li> <li>• Directive 142-02-001, Revision Number 01 - Information Technology Integration and Management</li> <li>• Directive 101-01 – Planning, Programming, Budget, and Execution (PPBE) Instructions 101-01-001</li> <li>• Directive 071-02 –The Joint Requirements Council (JRC)</li> <li>• Directive 107-01- Joint Requirements Integration and Management System (JRIMS)</li> <li>• PPBE Instructions 101-01-001</li> <li>• JRMIS Instructions 107-01-001</li> <li>• Portfolio Management CONOPS</li> <li>• IT Portfolio Analysis (Attachment E)</li> <li>• Instructions- outlines structure and process for all IT budget requests</li> <li>• PPBE Process Diagrams- documents the current and target state of the PPBE process with the target state</li> </ul>	Impending signature of Directive 142-02-001, Revision Number 01 – Information Technology Integration and Management

Agency Common Baseline Table					
Category	Element	Element Rating April 2016	Current Element Rating May 2017	Relevant Evidence Supporting Implementation of Element	Obstacles / Risks /Challenges by Category
				identifying OCIO integration points <ul style="list-style-type: none"> <li>Letter from the DHS Deputy Under Secretary for Management (DUSM) to OMB, Federal IT Acquisition Reform Act Certification, providing the approval of the submitted budget</li> <li>Exhibit 53 Analysis</li> </ul> The following actions were implemented in support of bringing this requirement into compliance: <ul style="list-style-type: none"> <li>Identified and reviewed relevant policies that impact processes, roles, and responsibilities within DHS PPBE phases</li> <li>Documented and modeled current processes and supporting requirements for PPBE phases</li> <li>Identified gaps and opportunities in current processes to address OMB Common Baseline requirements.</li> <li>Drafted content updates to ensure that relevant policies are compliant with OMB Common Baseline requirements</li> <li>Collaborated with appropriate stakeholders to develop process models and supporting list of requirements for the target PPBE phases</li> <li>Ensured content updates to policies are approved by all relevant parties and submit updated/approved policies to OMB</li> <li>Documented and implemented the updated and agreed upon processes for PPBE phases to ensure CIO has visibility into IT resource plans and decisions. This process was used in the FY18-22 budget cycle and is continuing in the FY19-23 cycle</li> </ul>	
	B	3	3	In addition to the policies that were identified and updated by DHS, as outlined under baseline requirement A, we also undertook the following actions to bring this requirement into compliance, by April 2016: <ul style="list-style-type: none"> <li>Identified and reviewed relevant policies that impact processes, roles, and responsibilities within each PPBE phase</li> <li>Documented and modeled the current processes and supporting requirements for the PPBE phases. The processes were revisited and updated in March 2017</li> <li>Identified gaps and opportunities in the current processes to address OMB Common Baseline requirements and bring DHS into compliance with this requirement</li> <li>Documented and updated the DHS IT portfolio management processes to align with the updated PPBE phases to assess the effective use of IT-related resources</li> </ul>	
	C	3	3	In addition to the policies that were identified and updated by DHS, as outlined under baseline requirement A, we also undertook the following key actions to bring this requirement into compliance by March 2016:	

Agency Common Baseline Table					
Category	Element	Element Rating April 2016	Current Element Rating May 2017	Relevant Evidence Supporting Implementation of Element	Obstacles / Risks /Challenges by Category
				<ul style="list-style-type: none"> <li>The Office of Program Accountability and Risk Management (PARM), OCFO, Office of the Chief Procurement Officer (OCPO), and OCIO formalized the endorsement or approval process to incorporate CIO review, assessment, and acknowledgement of appropriate artifacts to include incremental development supporting the acquisition of Level 1 and Level 2 and special interest IT investments up to ADE-2A (definition of requirements), with subsequent interaction beyond ADE-2A in the Acquisition Lifecycle Framework (ALF) in a manner consistent with other legal authorities as clarified through consultation with counsel regarding those authorities</li> <li>PARM updated the language within Directive 102 as necessary to fully align with FITARA OMB Common Baseline, requirements and CIO responsibilities, and incorporate the requirements for incremental development to in the OMB Common Baseline while remaining consistent with other legal authorities as clarified through consultation with counsel regarding those authorities</li> <li>Documented and implemented the updated and agreed upon processes for PPBE phases to ensure that the DHS CIO has a role in program planning</li> </ul>	
	D	3	3	<p>In addition to the policies that were identified and updated by DHS, as outlined under baseline requirement A, we also undertook the following key actions to bring this requirement into compliance by March 2016:</p> <ul style="list-style-type: none"> <li>The DHS CIO is engaged with the JRC to determine how to leverage intake for capability requirements to identify new major IT requests</li> <li>Developed the appropriate processes to support the review and approval of the IT investment portion of the budget request, resulting in a CIO/CFO joint affirmation statement</li> <li>OCIO and PARM have instituted a program health status process that has been similarly vetted and approved at the Component level</li> <li>Documented and implemented the updated and agreed upon processes for PPBE phases to ensure the CIO has approval of agency IT budget submission to OMB</li> <li>CIO and CFO have defined the coordination and the integration points between both offices to ensure that CIO has appropriate review and approval of the IT investment portion of the budget request</li> </ul>	

**BUDGET EXECUTION**

Category	Description
E	Ongoing CIO engagement with program managers
F	Visibility of IT planned expenditure reporting to CIO
G	CIO defines IT processes and policies
H	CIO role on program governance boards
J	CIO role in recommending modification, termination, or pause of IT
L	CIO approval of reprogramming

Category	Element	Element Rating April 2016	Current Element Rating May 2017	Relevant Evidence Supporting Implementation of Element	Obstacles/Risks/Challenges by Category
Budget Execution (E-H, J, L)	E	3	3	<p>OCIO worked with stakeholders in PARM and other program managers to establish a number of activities. These activities included by March 2016:</p> <ul style="list-style-type: none"> <li>The establishment of the IT Program Management (ITPM) Center of Excellence (COE) which was officially stood up on July 2016 with a signed charter</li> <li>Creation of IT Performance Metrics, leverage the DHS TechStat process,</li> <li>Created ITPM operating procedures, best practices guides, toolkits, best of breed document templates, et al as part of the ITPM COE stand up</li> </ul> <p>The following directive is awaiting the appropriate approvals and signature:</p> <ul style="list-style-type: none"> <li>Directive 142-02-001, Revision Number 01 – Information Technology Integration and Management</li> </ul>	Impending signature of Directive 142-02-001, Revision Number 01 – Information Technology Integration and Management
	F	2	3	<p>As of April 2016, DHS reviewed the current functionality and capabilities in the INVEST application for capturing and managing planned expenditures. The gaps and areas of improvement were documented and developed a conceptual target set of requirements for managing planned expenditures. EBMO, along with the application owners, defined and implemented the specific functional and technical requirements for the INVEST application and implemented these requirements into INVEST</p> <p>These changes were implemented into INVEST in October 2016, and the functionality currently tracks and captures planned expenditures.</p>	
	G	3	3	<p>OCIO collaborated with PARM stakeholders to identify relevant process steps, roles, and responsibilities, develop process models and supporting list of requirements, and updated relevant policies, manuals, guidance, and instructions of the SELC process. Doing so ensures the Department and the CIO are defining and implementing policies and processes. The following instructions and guidebooks have been finalized to codify these changes:</p> <ul style="list-style-type: none"> <li>MD 102-01-003 SELC Instruction                             <ul style="list-style-type: none"> <li>Signed by Deputy Under Secretary for Management on 11/05/2015</li> </ul> </li> <li>MD 102-01-103-01 SELC Guidebook                             <ul style="list-style-type: none"> <li>Signed by Deputy Under Secretary for Management on 4/18/2016</li> </ul> </li> <li>MD 102-01-004-00 Agile Instruction                             <ul style="list-style-type: none"> <li>Signed by DHS Chief Information Officer on 4/11/2016</li> </ul> </li> <li>MD 102-01-004-01 Agile Guidebook                             <ul style="list-style-type: none"> <li>Signed by Under Secretary for Management on 7/15/2016</li> </ul> </li> </ul>	

Category	Element	Element Rating April 2016	Current Element Rating May 2017	Relevant Evidence Supporting Implementation of Element	Obstacles/Risks/Challenges by Category
	H	2	3	<p>As of April 2016, DHS reported the following status on this baseline requirement: DHS identified IT governance boards, documented their authority, scope, memberships, and established the CIO role for each board if not currently existing. The challenge centers on the collection and documentation of the various boards at the Component level and corresponding actions to ensure CIO engagement moving forward. Since the compiling of these documents were incomplete, we did not report this baseline requirement as compliant.</p> <p>To bring this baseline requirement into full compliance, in July 2016, DHS identified IT governance boards, documented their authority, scope, memberships, and established the CIO role for each board if not currently existing. The FITARA Implementation Team collected and documented information on the various boards at the Component level and corresponding actions to ensure CIO engagement moving forward.</p>	
	J	2	3	<p>As of May 17, 2017, DHS has reached full compliance on requirement J, and as part of that compliance the CIO is engaging in activities that give the opportunity to modify, terminate or pause an IT program:</p> <ul style="list-style-type: none"> <li>• OCIO is a member of the Acquisition Review Board. Each board member has the authority to recommend modification, termination, or pause of any major program, including IT programs</li> <li>• OCIO has updated the current TechStat Con-ops to incorporate FITARA requirements                             <ul style="list-style-type: none"> <li>• The TechStat Directive 102-03 Revision Number: 01 TechStat Accountability Sessions has been signed after all comments from all Components had been vetted and adjudicated as of May 17, 2017</li> </ul> </li> </ul>	
	L	3	3	<p>As of April 2016, the CIO or delegated direct report reviews all reprogramming and transfer requests that have an impact on IT investments and programs. This process has been formalized through policies, process diagrams and subject specific guidance.</p> <ul style="list-style-type: none"> <li>• PPBE Policy 101-01-001 Directive 101-01 – Planning, Programming, Budget, and Execution (PPBE) &amp; PPBE Instructions 101-01-001</li> <li>• FY 16 Reprogramming/Transfer Request Guidance (issued by CFO to Components April 13, 2016) – explains that the CIO must review all IT related reprogramming and transfer requests</li> <li>• PPBE Process Diagrams – Reprogramming specifically</li> </ul>	<p>To continually improve upon this baseline requirement, OCIO is revising its internal processes, in collaboration with OCFO, to ensure the correct subject matter experts have adequate time to thoroughly review all IT related reprogramming and transfer requests.</p>



**ACQUISITION**

Category	Description
I	Shared acquisition and procurement responsibilities
K	CIO review and approval of acquisition strategy and acquisition plan

Category	Element	Element Rating April 2016	Current Element Rating May 2017	Relevant Evidence Supporting Implementation of Element	Obstacles/Risks/Challenges by Category
Acquisition (I, K)	I	2	3	<p>As of April 2016, DHS reported that the DHS Cost Estimating Handbook under section “XVI.2 Cost Oversight: Roles and Responsibilities for Cost Review and Cost Assessment” was being updated to reach compliance with FITARA. In addition, the OCFO/Cost Analysis Division (CAD) piloted the Life Cycle Cost Estimate (LCCE) Review Board process via the FSM LCCE effort throughout Spring 2016. OCFO/CAD will add appropriate language/content to the DHS Cost Estimating Handbook under section “XVI.2 Cost Oversight: Roles and Responsibilities for Cost Review and Cost Assessment.” The LCCE Review Board once stood up will include the following stakeholders: OCFO Budget, PA&amp;E and CAD, OCIO CTO, S&amp;T OSE, PARM pertinent Component(s) and Program Management staff. OCFO/CAD will work to finalize and update this section with LCCE Review Board information by May 31, 2016.</p> <p>May 2017 Update: In support of bringing this requirement into compliance with the baseline requirement, OCFO/CAD has completed a final version of the updated Cost Estimating Handbook Chapter (which includes the LCCE Review Board) for inclusion to the “DHS Financial Management Policy Manual (FMPM).” It has been delivered to the CFO Front Office for review and comment. Upon comment resolution/acceptance, CFO included this new chapter and announced the update at the CFO Council in August 2016.</p>	
	K	2	3	<p>As of April 2016, DHS reported the following status on this baseline requirement: Homeland Security Acquisition Manual (HSAM) requires review and approval by the CPO executive. The next step is to outline and finalize a detailed plan for coordinating reviews with Component CIO SMEs, assigning acquisition plan (AP) reviews for some Level 3 programs to the Component level, and modifying and utilizing the IT Acquisition Review process and automated tool to conduct the reviews.</p> <p>Since April 2016, DHS has executed several activities and policy changes to be fully compliant in requirement K.:</p> <ul style="list-style-type: none"> <li>• The OCIO and OCPO developed specific language for the HSAM and Acquisition Planning Guide to incorporate the CIO review and signature of acquisition plans; the HSAM was updated and approved by CPO</li> <li>• The CIO has met with Component representatives to develop a joint DHS and Component level review process for both APs and requirements documents leveraging the DHS ITAR process</li> <li>• The high-level process for CIO review and signature of Level 1, 2, and special interest program Acquisition Plans has been approved</li> <li>• The changes needed for modifying and utilizing the IT Acquisition Review process and automated tool to conduct reviews have been completed. The process now allows for the coordination of reviews with Component CIO SMEs, assigning AP reviews for some Level 3 programs to the Component level</li> </ul>	

**ORGANIZATION AND WORKFORCE**

Category	Description
M	CIO approves new bureau CIOs
N	CIO role in ongoing bureau CIOs' evaluations
O	Bureau IT Leadership Directory
P	IT Workforce
Q	CIO reports to agency head (or deputy/Chief Operating Officer (COO))

Category	Element	Element Rating April 2016	Current Element Rating May 2017	Relevant Evidence Supporting Implementation of Element	Obstacles/Risks/Challenges by Category
<b>Organization and Workforce (M-Q)</b>	M	3	3	<p>DHS has updated its policies to be in line with this baseline requirement:</p> <ul style="list-style-type: none"> <li>As of April 2017, DHS Directive 142-02-001, Information Technology Integration and Management (awaiting signature), states: In collaboration with the relevant Component Head, and except as otherwise provided by law, the CIO retains approval authority over DHS-wide hiring of Component Key IT officials and other positions within the IT line of business above GS-15, equivalent, or as set forth in implementing Instructions. The CIO participates in the hiring and selection processes, and has approval authority for written performance objectives and annual performance evaluations.</li> </ul> <p>a. For hiring and selection activities, the Components will execute the following activities:</p> <ol style="list-style-type: none"> <li>Submit the qualification standards, including knowledge, skills, and abilities or competencies needed for senior positions, to the CIO for review and approval;</li> <li>Invite the CIO or their designee to participate in the interview process of the best qualified list of candidates; and</li> <li>Secure CIO approval prior to extending a job offer</li> </ol>	Impending signature of Directive 142-02-001, Revision Number 01 – Information Technology Integration and Management
	N	3	3	<p>In March 2016, DHS has updated its SES performance plan template to address the FITARA requirement to establish an agency-wide critical element for CIOs performance evaluation. The following documents codify Element N:</p> <ul style="list-style-type: none"> <li>2016 and 2017 SES, SL, and ST Performance Plan Memo</li> <li>SES Performance Plan template</li> </ul>	
	O	3	3	<p>Collected information and posted to the DHS website in August, 2015, 2016 and is planned for 2017: <a href="http://www.dhs.gov/digitalstrategy">www.dhs.gov/digitalstrategy</a>.</p>	
	P	2	2	<p>In support of aligning the needs of this requirement, DHS reported that there was an obstacle/risk/challenge identified for this baseline requirement. The FITARA Implementation team did complete some, but not all, of the action items related to this requirement. The action items completed during this past year are the following:</p> <ul style="list-style-type: none"> <li>Conducted a survey to determine the effectiveness of the IT competencies (June 2016)</li> <li>Aligned existing course inventory to acquisition certifications and IT specialization (June 2016)</li> <li>Identified Agency mission training needs (per FITARA guidance and policies) (September 2016)</li> <li>Identified strategy/roadmap/metrics to improve training and employee skillsets (fulfill gaps) (September 2016)</li> </ul>	<b>Element P</b> – OCIO will initiate the workforce assessments/gap analysis, along with having focus group discussions from OCIO employees to gather information regarding high-level IT skills, competencies, and training needs. The ECD for the report with the findings and recommendations is June 30, 2017. (2) The OCIO, PARM, OCPO, and OCHCO will conduct a competency/skills assessment that will identify future IT skillset needs. The ECD is September 30, 2017. (3) OCIO will initiate the research and analysis to determine steps to resolve IT skills gaps identified across OCIO. ECD: December 31, 2017.

Category	Element	Element Rating April 2016	Current Element Rating May 2017	Relevant Evidence Supporting Implementation of Element	Obstacles/Risks/Challenges by Category
	Q	3	3	<p>As of August 2015, DHS provided the following status in compliance with meeting this baseline requirement: DHS Delegation Number: 00002 Revision Number: 00 Issue Date: 5/29/2012, identifies the Delegation to the USM. This delegation vests the authorities for the Under Secretary for Management (USM) and delegates to the USM the authority and responsibility that includes the CIO, who reports to the USM on IT and communications systems, in conjunction with the statutory and Executive responsibilities of the CIO.</p> <p>The CIO reports to the USM and the USM has purview over all CXO functions, which is a benefit and center point that cross-references throughout the CXOs to ensure collaboration and alignment of the implementation of FITARA. The USM has direct access to the agency head and oversees all management functions, including IT, on behalf of the Secretary and Deputy Secretary.</p>	

**AGENCY ACTIONS AND MILESTONES**

**BUDGET FORMULATION**

Category	Description
<b>A</b>	Visibility of IT resource plans/ decisions to CIO.
<b>B</b>	CIO role in pre-budget submission for programs that include IT and overall portfolio.
<b>C</b>	CIO role in planning program management.
<b>D</b>	CIO approval of agency IT budget in submission to OMB.

Agency Actions and Milestones Table				
Area	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
Budget Formulation (A-D)	Identify and review relevant policies that impact processes, roles, and responsibilities within DHS planning, programming, and budget (PPBE) phases	November 6, 2015	Complete	Initial list of applicable policies identified and submitted to the DHS OCIO Enterprise Business Management Office (EBMO) management for review and approval.
	Document and model current processes and supporting requirements for PPBE phases	November 6, 2015	Complete	Current process models for PPBE phases submitted to EBMO management for review and approval.
	Identify gaps and opportunities in current processes to address OMB Common Baseline requirements	November 20, 2015	Complete	A list of gaps/opportunities have been drafted, reviewed, and approved for Planning, Budgeting, and Programming. Review conducted by the Offices of the Chief Financial Officer (CFO) and the Office of Policy (PLCY).
	Draft content updates to ensure relevant policies are compliant with OMB Common Baseline requirements	March 31, 2016	Complete	Policy content has been drafted and submitted for review and approval by DHS Leadership.
	Collaborate with appropriate stakeholders to develop process models and supporting list of requirements for the target PPBE phases	December 11, 2015	Complete	Target process for Planning phase has been developed. Proposed implementation plan includes high level list of requirements needed to implement target approach.
	Ensure content updates to policies are approved by all relevant parties and submit updated/approved policies to OMB	March 31, 2016	Complete	Policy content has been drafted and submitted for review and approval by DHS Leadership.
	The CFO and CIO will document and implement the updated and agreed upon processes for PPBE phases to ensure CIO has visibility into IT resource plans and decisions	March 31, 2016	Complete	Current process models for PPBE phases submitted to EBMO management for review and approval.
	Identify and review relevant policies that impact	November 6,	Complete	Initial list of applicable policies identified and submitted to EBMO management for review and approval.

Agency Actions and Milestones Table				
Area	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
	processes, roles, and responsibilities within each PPBE phase	2015		
	Document and model current processes and supporting requirements for the PPBE phases	November 6, 2015	Complete	Current process models for PPBE phases submitted to EBMO management for review and approval.
	Identify gaps and opportunities in current processes to address OMB Common Baseline requirements	November 20, 2015	Complete	A list of the gaps/opportunities have been drafted, reviewed, and approved for Planning, Budgeting, and Programming. Review conducted by the offices of the CFO and Policy.
	Draft content updates to ensure relevant policies are compliant with OMB Common Baseline requirements	March 31, 2016	Complete	Policy content has been drafted and submitted for review and approval by DHS Leadership.
	Collaborate with appropriate stakeholders to develop process models and supporting list of requirements for the target PPBE phases	December 11, 2015	Complete	Target process models have been developed and approved for Planning, Programming and Budget phases by the offices of the CFO and Policy.
	Ensure content updates to policies are approved by all relevant parties and submit updated/approved policies to OMB	March 31, 2016	Complete	Policy content has been drafted and submitted for review and approval by DHS Leadership.
	Document and update the DHS IT portfolio management processes to align with the updated PPBE phases to assess the effective use of IT-related resources	February 14, 2016	Complete	The DHS IT Portfolio Management Concept of Operations (CONOPS) and the Process flow have been updated to align with the updated PPBE phases to assess the effective use of IT-related resources.
	Document and implement the updated and agreed upon processes for PPBE phases to ensure CIO has a role in pre-budget submission for programs that include IT and overall IT portfolio	March 31, 2016	Complete	Established a number of processes to ensure the CIO has insight and collaboration into the planning process of the Department's budget submission.
	Identify and review relevant policies that impact processes, roles, and responsibilities within each PPBE phase	November 6, 2015	Complete	Initial list of applicable policies identified and submitted to EBMO management for review and approval.
	Document and model current processes and supporting requirements for the PPBE phases	November 6, 2015	Complete	Current process models for PPBE phases submitted to EBMO management for review and approval.
	Identify gaps and opportunities in current processes to address OMB Common Baseline requirements	November 20, 2015	Complete	A list of gaps and opportunities have been drafted, reviewed, and approved for Planning, Budgeting, and Programming. Review conducted by OCFO and the Office of Policy.

Agency Actions and Milestones Table				
Area	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
	Draft content updates to ensure relevant policies are compliant with OMB Common Baseline requirements	March 31, 2016	Complete	Policy content has been drafted and submitted for review and approval by DHS Leadership.
	Collaborate with appropriate stakeholders to develop process models and supporting list of requirements for the target PPBE phases	December 11, 2015	Complete	Target process models have been developed and approved for Planning, Programming and Budget phases by the OCFO and the Office of Policy.
	Ensure content updates to policies are approved by all relevant parties and submit updated policies to OMB	March 31, 2016	Complete	Policy content has been drafted and submitted for review and approval by DHS Leadership.
	Program Accountability and Risk Management (PARM), the Office of the Chief Financial Officer (OCFO), Office of the Chief Procurement Officer (OCPO), and OCIO will formalize the endorsement or approval process to incorporate CIO review, assessment, and acknowledgement of appropriate artifacts to include incremental development supporting the acquisition of Level 1 and Level 2 and special interest IT investments in the Acquisition Lifecycle Framework (ALF)	December 4, 2015	Complete	CIO approves Level 1, 2, and special interest IT Investments (and non-IT investments that contain aspects of IT) through the Enterprise Architecture Board (EAB) process. Component CIO must approve and sign off on these requests (known in EA parlance as "program alignments.") Acquisition Directive 102-01-001 states that "all Level 1, 2, and 3 (>\$50M Lifecycle Cost) IT programs shall complete an EAB prior to review by the Acquisition Review Board (ARB)." Systems Engineering Lifecycle (SELC) Instruction 102-01-003 indicates that programs should use the most appropriate development methodology, such as Agile (Incremental).
	PARM will update language within Directive 102 as necessary to fully align with FITARA OMB Common Baseline, CIO responsibilities, and incorporate the requirements for incremental development	December 30, 2015	Complete	Management Directive 102 includes the CIO responsibilities as outlined in FITARA. Evidence of DHS and Component CIO approval of investments prior to ARBs.
	OCIO is conducting a survey of all Level 1, Level 2, and special interest programs to assess appropriate level of agile adoption across DHS (ONGOING, commenced August 2015, anticipated completion date is December 2015).	January 31, 2016	Complete	Reached all major programs which included all Level 1, Level 2 and special interest programs. Of these, 38 are IT programs that develop software. Of these, 33 programs deliver software in 6 month increments or less (87%).
	DHS will complete an analysis of the current state of Pre-ADE-1 activities	November 16, 2015	Complete	Vendor delivered this report as agreed.
	DHS will develop a proposed framework for streamlining Pre-ADE-1 activities	December 31, 2015	Complete	Vendor has completed this report and delivered same.

Agency Actions and Milestones Table				
Area	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
	DHS will complete an implementation recommendation plan for streamlining and reporting on Pre-ADE-1 activities	February 29, 2016	Complete	The vendor delivered the final roadmap based on recommended steps from report delivered.
	DHS will pilot a streamlined approach to the pre-ADE-1 process with selected programs	May 31, 2016	Complete	DHS developed a streamlined pre-ADE strategy which is codified in an Agile Acquisition Charter. All stakeholder DHS offices are engaged in a weekly IPT with the goal to continue to improve the Need and Analyze/Select stages of the ALF.
	Document and implement the updated and agreed upon processes for PPBE phases to ensure CIO has a role in program planning	May 31, 2016	Complete	Established a number of processes to ensure the CIO has insight into the IT resources identified during the programming phase of the submission.
	Identify and review relevant policies that impact process steps, roles, and responsibilities of the PPBE phases to better support analysis and approval of the IT funding portion of the budget	November 6, 2015	Complete	Initial list of applicable policies identified and submitted to EBMO Management for review and approval.
	Document and model current processes and supporting requirements for the PPBE phases	November 6, 2015	Complete	Current process models for PPBE phases submitted to EBMO management for review and approval.
	Identify gaps and opportunities in current processes to address OMB Common Baseline requirements	November 20, 2015	Complete	A list of gaps/opportunities have been drafted, reviewed, and approved for Planning, Budgeting, and Programming. Reviewed by the office of CFO and Policy.
	Draft content updates to ensure relevant policies are compliant with OMB Common Baseline requirements	March 31, 2016	Complete	Policy content has been drafted and submitted for review and approval by DHS Leadership.
	Work with JRC to determine how to leverage intake for capability requirements to identify new major IT requests	January 31, 2016	Complete	The JRC and JRIMS directives have been approved. JRIMS is in operation for validation of requirements documents. Efforts are on-going to adapt the traditional requirements process to Agile IT development.
	Develop appropriate processes to support review and approval of the IT investment portion of the budget request, resulting in a CIO/CFO joint affirmation statement	November 20, 2015	Complete	Target processes developed and approved for Programming and Budget Phase.
	The OCIO and OCFO will vet program health status and the relationship of budgets under consideration to a plan to resolve unsatisfactory status that has been similarly vetted and approved at the Component level	March 31, 2016	Complete	Component CIOs, CFO, and Chief Acquisition Executives (CAEs) collaborated to complete this attachment, attested to by the Component/Directorate/Office head in the Resource Allocation Plan (RAP) transmittal memo, which must include confirmation that the Component CFO, CIO, and CAE have reviewed and approved the IT portfolio analysis (Attachment I). DHS CIO certifies the Components' IT budget depicted in the RAP submission, reviews the IT and Non-IT Major business cases, compiles the agency's IT Portfolio, and signs the approval letter.

Agency Actions and Milestones Table				
Area	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
	Collaborate with appropriate stakeholders to develop process models and supporting list of requirements for the target PPBE phases	December 11, 2015	Complete	Target process models have been developed and approved for Planning, Programming and Budget phases.
	Validate processes for approval of major IT investment requests	March 31, 2016	Complete	CIO, CFO, CAE collaborated on to complete this attachment is attested to by the Component/Directorate/Office head in the RAP transmittal memo which must include confirmation that the Component CFO, CIO, and CAE have reviewed and approved the IT Portfolio Analysis (Attachment I).
	Ensure content updates to policies are approved by all relevant parties and submit updated policies to OMB	March 31, 2016	Complete	Policy content has been drafted and submitted for review and approval by the DHS Leadership.
	Document and implement the updated and agreed upon processes for PPBE phases to ensure the CIO has approval of agency IT budget submission to OMB	March 31, 2016	Complete	CIO, CFO, CAE collaborate to complete this attachment is attested to by the Component/Directorate/Office head in the RAP transmittal memo which must include confirmation that the Component CFO, CIO, and CAE have reviewed and approved the IT Portfolio Analysis (Attachment I). Collaborative review is repeated at the HQ level including review of all the Component Attachment I and RAP submissions. CIO signs the approval letter submitted to OMB.
	The OCIO and OCFO will coordinate the integration points between both offices to ensure that the CIO has appropriate review and approval of the IT investment portion of the budget request	March 31, 2016	Complete	OCIO has developed the IT Portfolio Analysis (Attachment I) for each Component to draft resource requests for IT spending that reflect the results of internal Component IT budget planning efforts. These efforts are usually led by the Component CIO and require coordination and collaboration with Component CFO and Chief Acquisition Executive (CAE) to ensure Component priorities are met, trade-offs identified, and IT related requirements addressed. This attachment is then submitted to the DHS CFO as part of the budget request and reviewed by the DHS CIO staff.



**BUDGET EXECUTION**

Category	Description
<b>E</b>	Ongoing CIO engagement with program managers
<b>F</b>	Visibility of IT planned expenditure reporting to CIO
<b>G</b>	CIO defines IT processes and policies
<b>H</b>	CIO role on program governance boards
<b>J</b>	CIO role in recommending modification, termination, or pause of IT
<b>L</b>	CIO approval of reprogramming

Area	Agency Actions and Milestones Table			
	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
<b>Budget Execution (E-H, J, L)</b>	The OCIO ITPM COE will be established as a cross-functional team in EBMO (and will solicit Component involvement) to gather appropriate best practices, to determine pain points, and to address these pain points to provide a standardized path to success for ITPMs	November 12, 2015	Complete	Website completed, announced to the Department, and monthly meetings established. Briefed fellow EBMO division directors on the ITPM Center of Excellence (COE) and their involvement moving forward.
	The OCIO ITPM COE will develop IT performance metrics for Level 1 and Level 2, and special interest program to ensure programs are delivering value and meeting business objectives	November 12, 2015	Complete	IT Performance Metrics already gathered by the INVEST (CPIC) team and Program Health Assessment teams will be promoted by the ITPM COE. In addition, incremental software development and delivery will be tracked in accordance with MD-102/SELC requirements. ITPM COE will review low scoring programs in order to triage assistance and coaching. ITPM COE will seek Component input on additional performance metrics.
	OCIO and PARM will develop specific requirements to review and validate the performance metrics for Level 1, Level 2, and Special interest programs within the ARB reviews	December 15, 2015	Complete	The Acquisition Program Health Assessment (APHA) process was initiated in March 2015 and is continuing to mature. As part of the maturation, a policy instruction document under the MD 102-01 has been drafted for review. The purpose of the instruction is to promulgate the necessary actions required to develop an accurate and timely APHA for the major acquisition programs of the Department. Ten ARB member offices have contributed to the development of the APHA tool. Instruction will be provided for USM review/signature after the Component review process is completed.
	OCIO will leverage the updated DHS TechStat process to conduct root cause analysis to establish or develop action items, and provide support to failing or troubled programs	November 20, 2015	Complete	OCIO has initiated a TechStat for the DHS COP program.
	PARM and OCIO will update the process to ensure the CIO IT PMCOE is fully engaged in reviewing IT performance metrics and strategies to ensure programs are delivering value and meeting business objectives	December 4, 2015	Complete	IT Performance Metrics already gathered by the INVEST (CPIC) team and Program Health Assessment teams will be promoted by the ITPM COE. In addition, incremental software development and delivery will be tracked in accordance with MD 102-01/SELC requirements. ITPM COE will review low scoring programs in order to triage assistance and coaching. ITPM COE will seek PARM and Component input on additional performance metrics to ensure consistency and completeness of metrics.
OCIO and PARM will coordinate and harmonize the IT program assessment and engagement functions between both offices	December 31, 2015	Complete	The Acquisition Program Health Assessment (APHA) is a holistic, objective, repeatable process to assess the current health of DHS major acquisition programs. The resulting and still evolving process and methodology, referred to as the APHA Tool, can be applied to assess the current state from an acquisition perspective of a program. When the APHA Tool reports from multiple programs are combined, similar assessments of the health of a	

Area	Agency Actions and Milestones Table			
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			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
				portfolio or a Component can be accomplished and summarized. The APHA Tool is the product of a collaborative effort among ARB stakeholders (to include both PARM and DHS CIO/EBMO), each of whom provided rating factors from their perspectives relative to their roles and responsibility within DHS major acquisitions. The intent is to eventually combine the IT Dashboard assessments with this APHA process to have a single DHS process to assess acquisition programs.
	Initiate process to update Directive 142-04 (IT Integration and Management) to reflect CIO roles/responsibilities for IT performance metric	December 31, 2015	Complete	Updated the Directive and submitted to the Policy Office the following responsibilities for the DHS CIO and Component CIOs:  DHS CIO - Develops and enforces IT performance metrics for Level 1, Level 2, and special interest programs to ensure programs are delivering value and meeting business objectives.  Component CIO - Ensure all Level 1, Level 2, and special interest programs are delivering value and meeting business objectives in accordance with IT Performance Metrics established by the DHS CIO.
	The ITPM COE will create ITPM standard operating procedures, best practices guides, an ITPM Toolkit, and best of breed Document Templates (CM Plan, PMP, QMP, RMP, etc.)	March 31, 2016	Complete	Products were created, saved to the ITPM COE website, and announced to the ITPM COE distribution list.
	Document requirements for collecting and validating planned expenditure reporting for IT investments	February 15, 2016	Complete	EBMO has documented the current state of operations for what INVEST currently captures for planned expenditures, what gaps exist in the capture and reporting processes, and the proposed target approach and supporting requirements for capturing/reporting planned expenditures.
	Document current capabilities for collecting and validating planned expenditure reporting for IT investments	February 15, 2016	Complete	EBMO has documented the current state of operations for what INVEST currently captures for planned expenditures, what gaps exist in the capture and reporting processes, and the proposed target approach and supporting requirements for capturing/reporting planned expenditures.
	Identify gaps in current capabilities where OMB Common Baseline requirements are not satisfied	February 15, 2016	Complete	EBMO has documented the current state of operations for what INVEST currently captures for planned expenditures, what gaps exist in the capture and reporting processes, and the proposed target approach and supporting requirements for capturing/reporting planned expenditures.
	Document proposed methods to capture planned expenditures for IT investments	February 15, 2016	Complete	EBMO has documented the current state of operations for what INVEST currently captures for planned expenditures, what gaps exist in the capture and reporting processes, and the proposed target approach and supporting requirements for capturing/reporting planned expenditures.
	Update guidance and documentation to collect the appropriate amount of information needed to better support analysis, planning, and recommendations related to planned IT expenditures	March 31, 2016	Complete	Requirements have been provided to the INVEST development team and awaiting implementation of change request.
	Implement the updated and agreed upon processes and methods for planned expenditure reporting for IT investments	April 30, 2016	Complete	Implemented processes and methods for planned expenditure reporting in INVEST system as part of ongoing investment management efforts.
	Identify gaps in current process where OMB	November	Complete	Process gaps being addressed are those in Portfolio Stat processes themselves and/or DHS implementation of Portfolio Stat processes. All Portfolio

Area	Agency Actions and Milestones Table			
	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
	Common Baseline requirements are not satisfied and/or do not align with overarching PortfolioStat policy and guidance	13, 2015		Stat reporting streams will be assessed to identify gaps and recommend policy and process improvements.
	Identify relevant policies that impact process steps, roles, and responsibilities for CFO budget execution reporting and PortfolioStat budget execution reporting requirements	January 31, 2016	Complete	A mapping of PortfolioStat requirements to FITARA requirements has been completed but must be approved by OCIO stakeholders.
	CFO, CIO, Chief Readiness Support Officer (CRSO), and PLCY will update policy, guidance, and documentation to collect the appropriate amount of information needed to better support analysis, planning, and recommendations related to IT budget execution across CFO and PortfolioStat reporting requirements	March 31, 2016	Complete	Implemented processes and methods for planned expenditure reporting in INVEST system as part of ongoing investment management efforts.
	Collaborate with stakeholders to develop Process Models and supporting list of requirements for the target review and reporting of IT budget execution to support PortfolioStat reporting requirements	December 11, 2015	Complete	Policies were reviewed and there were no necessary changes identified.
	Ensure content updates to policies are approved by all relevant parties and submit updated policies to OMB	March 31, 2016	Complete	Policy content has been drafted and submitted for review and approval to DHS Leadership.
	The CFO and CIO implement the updated and agreed upon processes for IT budget execution reporting	April 30, 2016	Complete	The CFO and CIO implemented updated and agreed upon processes for planned expenditure reporting using INVEST that will provide CIO visibility into planned IT budget execution for all IT investments.
	Identify relevant process steps, roles, and responsibilities within each review phase of the SELC for CIO certification	November 6, 2015	Complete	The SELC Technical Review Guide (TRG) currently references the CIO as the Lead Technical Authority (LTA) for IT investments. The LTA approves each review phase of the SELC. The first reference of the LTA is under the Roles, Responsibilities and Authorities, and in the various sections identifying the participants at each technical review. This provides evidence of how the CIO will be inserted into the decision/investment discussions based on the LTA being the DHS CIO per SELC Instructions.
	Collaborate with PARM stakeholders to develop process models and supporting list of requirements for CIO certification of SELC reviews related to IT initiatives only	November 12, 2015	Complete	The SELC Technical Review Guide (TRG) currently references the CIO as the Lead Technical Authority (LTA) for IT investments. The LTA approves each review phase of the SELC. The first reference of the LTA is under the Roles, Responsibilities and Authorities, and in the various sections identifying the participants at each technical review. This provides evidence of how the CIO will be inserted into the decision/investment discussions based on the LTA being the DHS CIO per SELC Instructions.
	CIO, PARM, and S&T Will review the Technical	November	Complete	CIO certification of incremental software development was placed in the Technical Review Guide.

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	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
	Review Guide to ensure it includes the CIO's certification of incremental development or scope of the SELC reviews to ensure that the process sufficiently addresses various IT resource categories	12, 2015		
	Verify that changes in process models reflect updates to relevant policies	November 20, 2015	Complete	DHS MD 102-01 Instructions are updated and signed by the USM. The Instructions include appropriate CIO involvement in the Acquisition Life Cycle and SELC processes. While the Guidebooks are pending USM signature, all documentation is available to Components for immediate use as 'tailored' versions of existing guidance (by approval of PARM, CIO, and S&T).
	Conduct survey of all Level 1, Level 2, and special interest programs to assess level of agile adoption across DHS; this activity is ongoing, commenced August 2015	March 31, 2016	Complete	Reached all major programs. Of these, 38 are IT programs that develop software. Of these, 33 programs deliver software in 6 month increments or less (87%).
	Submit approved target process models and supporting operating process manuals/guidance	December 11, 2015	Complete	All MD 102-01/SELC Instructions and Guidebooks (and supplemental guidance) are located on the EBMO SELC website under the 'Governance' section. Most of the documents are in draft format as noted previously. These instructions were approved by USM, and the Guidebooks are awaiting signature by the USM.
	PARM will incorporate Agile guidebook and instruction, and SELC guidebook and instruction into the D102	December 31, 2015	Complete	All of these governance documents are covered under the D-102; however, they have been signed by the USM. The SELC Instruction is signed, but the other three documents are still pending approval by the USM. However, all are available and encouraged for use in 'working draft' form.
	PARM, OCIO, and S&T will incorporate CIO certification of incremental development or scope of the SELC reviews to ensure that the process sufficiently addresses various IT resource categories for all gate reviews	December 31, 2015	Complete	CIO certification of incremental software development was placed in the Technical Review Guide.
	PARM, OCFO, OCPO, and OCIO will update existing processes and approved policies to ensure CIO reviews major program (Levels 1 and 2) acquisition plans for programs that include IT resources, including incremental development principles, shared services, category management, strategic sourcing, and incremental or modular contracting	March 31, 2016	Complete	<p>Reviewed existing policy and prepared an "As-Is" and "To-Be" model for DHS CIO review of Acquisition Plans (APs), which were validated with CPO and PARM. We obtained approval from PARM for the new policy on December 4, 2015 and final approval from CPO and the Head of Contracting Activity (HCA) Council on January 11, 2016. The new process includes DHS CIO review of and signature on Acquisition Plans (APs) for Level 1, 2 and Level 3 investments, and Component CIO review of and signature on APs for all other Level 3 investments. The HCAs will expect all Acquisition Plans to reflect CIO review and approval before HCA final approval.</p> <p>The policies governing the AP review process are the Homeland Security Acquisition Manual (HSAM) and Acquisition Planning Guide. On February 28, 2017, the HSAM was updated to reflect that Component CIO review and signature is required for acquisition plans that include information technology. The HSAM and Acquisition Planning Guide have been updated to reflect DHS CIO review and signature of Acquisition Plans for major programs as of March 31, 2016 and are in the review process to acquire the signature of the Chief Procurement Officer.</p>

Area	Agency Actions and Milestones Table			
	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
	DHS OCIO will augment the list of IT governance boards on which the CIO participates with a description of the authority, scope, and CXO membership of those boards	November 15, 2015	Complete	Completed augmentation of the list of IT governance boards on which the CIO already participates with the authority, scope, and CXO membership of these boards.
	DHS will identify all IT governance boards on which the CIO should participate in accordance with FITARA	March 31, 2016	Complete	Surveyed and captured comprehensive list of IT Governance Boards across DHS, along with information on the authority of the boards and CIO participation.
	DHS will recommend charter amendments to non-compliant boards to make the CIO a voting member	March 31, 2016	Complete	Surveyed and captured comprehensive list of IT Governance Boards across DHS, along with information on the authority of the boards and CIO participation.
	Identify gaps in current TechStat process where OMB Common Baseline requirements are not satisfied	November 12, 2015	Complete	Two policies have been identified and will be updated and go through the policy change, review and approval cycle. Plan of action developed.
	Identify relevant policies that impact process steps, roles, and responsibilities within TechStat	November 12, 2015	Complete	Two policies have been identified and will be updated and go through the policy change, review and approval cycle. Plan of action developed.
	Initiate updates to Management Directive 102-03 to reflect FITARA requirements and corresponding process documentation to properly align with all business controls and responsibilities for every relevant role included within the TechStat process	March 31, 2016	Complete	Content updates have been vetted and have been submitted into formal review process as of 3/31/2016.
	Ensure content updates to policies are approved by all stakeholders with equities and submit updated policies to OMB	March 31, 2016	Complete	Content updates have been vetted and have been submitted into formal review process as of 3/31/2016
	OCIO will develop specific criteria, ConOps, and train Component CIO staff to conduct TechStat accountability sessions	September 30, 2017	Complete	The TechStat Directive 102-03 Revision Number: 01 TechStat Accountability Sessions has been signed after all comments from all Components had been vetted and adjudicated as of May 17, 2017.
	The CIO will initiate TechStat reviews for chronically red programs and as a member of the ARB, will make recommendations to modify, terminate or pause IT based on criteria identified in FITARA	February 28, 2016	Complete	TechStat reviews are currently being completed by EBMO, and programs identified as Red are currently undergoing the TechStat process.

Area	Agency Actions and Milestones Table			
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			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
	OCIO will coordinate with OCFO Budget Division to develop and document an approval process for OCIO coordination for reprogramming	November 13, 2015	Complete	Target process developed for Reprogramming phase. OCIO by law is not required to approve reprogramming/transfer decisions.
	Identify relevant policies that impact process steps, roles, and responsibilities within IT reprogramming and transfer request process	December 11, 2015	Complete	Preliminary list of policies has been identified, and approved for revision.
	OCIO and OCFO will ensure content updates to policies are reviewed by all stakeholders with equities and submit updated policies to OMB	March 31, 2016	Complete	Policy content has been drafted and submitted for review and approval by DHS Leadership.
	OCFO and OCIO will revise relevant OCFO and OCIO documentation and processes to reflect CIO approval of Component's requests for reprogramming and transfer requests of IT resources	March 31, 2016	Complete	Relevant OCFO and OCIO documentation and processes to reflect CIO approval of Component's requests for reprogramming and transfer requests of IT resources have been completed.

**ACQUISITION**

Category	Description
<b>I</b>	Shared acquisition and procurement responsibilities
<b>K</b>	CIO review and approval of acquisition strategy and acquisition plan

Area	Agency Actions and Milestones Table			
	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones).
Acquisition (I, K)	PARM and OCIO will document existing process model to ensure that IT acquisitions are led by personnel with appropriate federal acquisition certification (FAC), including specialized IT certification as appropriate	November 20 2015	Complete	Process is currently documented and is being executed on a monthly basis. PARM is working with HSAI and OCIO to generate a report using the Federal Acquisition Institute Training Application System (FAITAS) System (used by multiple Federal Agencies) as the governing authority. OCIO will work with PARM and the DHS Homeland Security Acquisition Institute (HSAI) to review the FAITAS workflow process in order to insert a skillset review of IT Acquisitions prior to assignment to an IT Program in compliance to the Office of Federal Procurement Policy (OFPP) Memo.
	PARM, with OCIO input, will ensure that DHS Management Directive 102 is updated as appropriate to reflect changes in the CIO roles/responsibilities and align with FITARA guidelines	November 20, 2015	Complete	EBMO is engaged with the SELC Core Team (consisting of PARM and OCIO members) providing input into MD102 guidelines and procedures which includes review and input to critical Program artifacts, PM Training to meet program requirements, and engagement with various overarching committees (i.e. JRC).
	Identify where supplemental guidance is needed for federal acquisition certification (FAC)	November 20, 2015	Complete	OCIO, PARM, & HSAI currently have an established workflow data capture that aligns with the OFPP Memo on Federal Acquisition Certification (FAC). OCIO is taking a more pronounced role in defining the required supplemental guidance and screening criteria for IT professionals to have the proper certification. OCIO has identified the front-end of the current FAITAS workflow and PALMS (Off ice of the Chief Human Capital Officer (OCHCO) Training System) as key areas for improvement and opportunities to provide upfront guidance for proper certifications to meet the FAC requirements
	Identify gaps in current process for acquisition strategy plans where OMB Common Baseline Requirements are not satisfied	December 11, 2015	Complete	Developed As-Is and To-Be Acquisition Plan review process models for CPO. We have reviewed existing policy and prepared an AS-IS model that we have validated with CPO
	Identify relevant policies that impact process steps, roles, and responsibilities for acquisition plans	March 31, 2016	Complete	Reviewed the Acquisition Plan policies and determined changes needed to codify CIO review of Acquisition Plans.
	OCFO/CAD, OCPO, PARM, and OCIO will document existing process models and supporting list of requirements for LCCE	March 31, 2016	Complete	OCFO/CAD has made all of the changes to the DHS Cost Estimating Handbook. In addition, the LCCE Board has been stood up and is meeting.
	In collaboration with OCIO, OCPO will determine and amend/issue procurement policy/oversight guidance and procedures	March 31, 2016	Complete	The HSAM and Acquisition Planning Guide have been updated to reflect DHS CIO review and signature of Acquisition Plans for major programs as of March 31, 2016 and are in the review process to acquire the signature of the Chief Procurement Officer. On February 28, 2017, the HSAM was updated to reflect that Component CIO review and signature is required for acquisition plans that include information technology.

	OCIO, supported by OCPO and PARM will implement the updated and agreed upon processes to ensure CIO review of strategy/acquisition plans, including incremental acquisition and development principles	March 31, 2016	Complete	The process for CIO review and signature of Level 1, 2, and Level 3 Acquisition Plans has been approved. The Homeland Security Acquisition Manual and Acquisition Planning Guide have been updated to require CIO review and signature of Acquisition Plans.
	Identify gaps in current process for LCCE review board process where OMB Common Baseline requirements are not satisfied	March 31, 2016	Complete	OCFO/CAD has completed a final draft of the updated Cost Estimating Handbook Chapter (which includes the LCCE Review Board and other topics) for inclusion to the "DHS Financial Management Policy Manual (FMPPM)." It was delivered to the CFO Front Office for review and comment. Upon comment resolution/acceptance, CFO included this new chapter and announced it at the CFO Council in August 2016.
	OCFO and OCIO will update existing processes to include OCIO through a LCCE review board process. Additional guidance will be given to DHS Components to establish a similar review board where Component CIOs have the opportunity to review the LCCE	March 31, 2016	Complete	OCFO/CAD has completed a final draft of the updated Cost Estimating Handbook Chapter (which includes the LCCE Review Board and other topics) for inclusion to the "DHS Financial Management Policy Manual (FMPPM)."
	Ensure content updates to policies for acquisition strategy plans are approved by stakeholders with equity and in compliance with related OMB policy	March 31, 2016	Complete	The language for changes to the HSAM and Acquisition Planning Guide to reflect DHS CIO and Component CIO review/signature have been approved by CPO, who owns those policies. The HSAM and Acquisition Planning Guide have been updated to reflect DHS CIO review and signature of Acquisition Plans for major programs as of March 31, 2016. This review occurs before APs are approved by the Chief Procurement Officer. On February 28, 2017, the HSAM was updated to reflect that Component CIO review and signature is required for acquisition plans that include information technology.
	Ensure content updates to policies for AP review board process are approved by all stakeholders with equity and submit updated policies to OMB for review	March 31, 2016	Complete	<p>Reviewed existing policy and prepared an AS-IS and TO-BE model for DHS CIO review of Acquisition Plans (APs) that was validated with CPO and PARM. EBMO obtained approval from PARM for the new policy on December 4, 2015 and final approval from CPO and the Head of Contracting Activity (HCA) Council on January 11, 2016. The new process includes DHS CIO review of and signature on APs Level 1, 2 and Level 3 APs, and Component CIO review of and signature on all other Level 3 APs. The HCAs will expect all APs to reflect CIO review and approval before HCA final approval.</p> <p>The policies governing the AP review process are the Homeland Security Acquisition Manual (HSAM), Acquisition Planning Guide, and AP Review SOP. The HSAM and Acquisition Planning Guide have been updated to reflect DHS CIO review and signature of Acquisition Plans for major programs as of March 31, 2016. This review occurs before APs are approved by the Chief Procurement Officer. On February 28, 2017, the HSAM was updated to reflect that Component CIO review and signature is required for acquisition plans that include information technology.</p>
	Update INVEST to identify IT specialization	March 31, 2016	Complete	INVEST is currently tracking IT specialization for program management and project management IT certification information. However, OCPO has determined FAITAS will be system of record for tracking IT specialization for all 20 IT competencies. OCIO and OCPO developed an approach to maintain all IT specialization information between the 2 systems. This was finalized by December 2016.
	OCIO will continue to collaborate with OCPO and OCHCO to provide training to IT Project and Program Managers in support of the achievement of Program Manager- IT Specialization	March 31, 2016	Complete	<p>EBMO is working with OCPO to capture IT skillsets for all IT project and program managers, and then map training requirements for each position to ensure that training opportunities are available to perform day to day operational responsibilities.</p> <p>OCPO has identified and agreed with OCIO/EMBO regarding the source of our COTS IT training to address supplementary FAC-P/PM-IT content. A tabletop review of the courses has been tentatively scheduled in April 2016.</p> <p>OCPO has posted a self-assessment tool for evaluating FAC-P/PM-IT competency on DHS Connect. In addition, DHS OCIO and OCPO are working with the Federal Acquisition Institute (FAI) and other federal agencies to recognize federal-wide best practices for assessing competency for IT Project and Program Managers. These larger efforts are driven by a schedule currently being defined by FAI.</p>



				OCPO has identified and acquired a vendor to provide additional training course materials for satisfying IT specialization criteria for DHS personnel.
	OCPO will continue to work with OCIO to further establish the commodity manager structure, consistent with the government wide category management and strategic sourcing initiatives	March 31, 2016	Complete	Met with Director of the DHS Strategic Sourcing Program Office and established a working group to develop the updated framework for the commodity manager structure to include direct OCIO participation.
	The CPO Procurement Innovation Lab and the HSAI will develop and deploy more learning cafe events. New learning cafe events will focus on actual case studies, taught by contracting officers who have conducted acquisitions involving innovative procurement techniques	March 31, 2016	Complete	The OCIO EBMO currently provides learning café events in multiple disciplines. EBMO and OCPO collaborated on a very successful Learning Cafe event where EBMO led the contracting community through the DHS Agile Development Guidebook to show how incremental IT delivery aligns with Federal Acquisition Regulations. Additional events are being planned.
	OCPO procurement innovator designation/recognition program is being developed to recognize individuals choosing to fulfill certain learning events as DHS Innovation Coach or Innovation Master	March 30, 2016	Complete	OCPO developed a pilot micro-credential program and is currently conducting focus group sessions on final badge design.
	OCPO, PARM and OCIO will continue efforts to enhance the acquisition and SELC guidance to determine appropriate visibility and analysis of IT cost elements, strategy/acquisition plans, and strategy to determine that the CIO has appropriate review, governance, and oversight of IT spending and implementation of IT policy, such as incremental delivery of IT capabilities and use of shared services	April 30, 2016	Complete	All actions/tasks completed. OCPO, PARM and OCIO have collaborated and defined an approach for reviewing Acquisition Strategy/Plans through the ITAR process.
	DHS will establish a draft tailored version of an SELC path for non-major IT acquisitions for components and headquarters that do not have a published SELC or equivalent	May 31, 2016	Complete	EBMO completed an SELC path for non-major IT acquisitions. This SELC path includes document templates, technical review exit criteria/approval letter templates, and technical review template guidance. The non-major IT acquisition SELC was socialized by announcing it at the ITPM Center of Excellence (COE) teleconference and by sending the link to the completed documents to the ITPM COE, SELC, and Agile COE distribution lists.
	OCIO and OCPO will review and document the existing CPO process for acquisition plan reviews	November 13, 2015	Complete	Updated To-Be process for the Acquisition Plan has been finalized.
	OCPO and OCIO will determine what procurement policy/oversight changes, if any, need to be made	November 15, 2015	Complete	Reviewed the Acquisition Plan policies and made determination on policy changes needed.
	OCIO and OCPO will identify processes to reflect CIO participation in the review of acquisition plans of any investments that include IT resources and incorporate CIO signature authority for IT strategy/acquisition plans. OCIO and OCPO will update relevant policies to ensure compliance with OMB Common Baseline	March 31, 2016	Complete	The AP review process has been coordinated and approved by OCPO, the HCAs, and PARM. OCPO has updated the HSAM and AP Acquisition Planning Guide to reflect DHS CIO review and signature of APs. The HSAM and Acquisition Planning Guide have been updated to reflect DHS CIO review and signature of Acquisition Plans for major programs as of March 31, 2016. This review occurs before APs are approved by the Chief Procurement Officer. On February 28, 2017, the HSAM was updated to reflect that Component CIO review and signature is required for acquisition plans that include information technology.
	Component heads of contracting activity will include	March 31,	Complete	The Component HCAs have agreed to include Component CIO review and approval of acquisition plans as part of the approval procedures for

	Component CIO review and approval as part of the approval procedures for acquisition plans below the CPO review thresholds	2016		acquisition plans below the CPO review thresholds. The procedure for implementing that review has been finalized. The HSAM and Acquisition Planning Guide was updated as of October 1, 2016, to codify Component CIO review.
	OCIO will develop specific criteria, ConOps, and training documents to support the CIO review and signatory requirements for acquisition plans	February 14, 2016	Complete	Specific criteria and process steps have been developed for both DHS and Component CIO review and signature of acquisition plans. DHS CIO review was incorporated into the HQ IT Acquisition Review (ITAR) process and the ITAR Essentials Guide has been updated to reflect inclusion of the AP review and will serve as the CONOPS and SOP. Training was held using specific curriculum developed for implementing CIO review and signature of Acquisition Plans.
	OCIO, in collaboration with OCPO, will perform a threshold analysis to identify/define "substantial change" and "significant contract"	February 14, 2016	Complete	The threshold analysis pertains to the potential for modifying which acquisitions are reviewed by the DHS ITAR process. Going forward, DHS ITAR will review acquisition plans and acquisitions for all Level 1, Level 2 and Level 3 programs with total estimated cost (per FYSHP) of \$25,000,000 or more, and within those investments, all acquisitions of \$2.5 million and above.
	Ensure content updates to policies for LCCE review board process are approved by all stakeholders with equity and submit updated policies to OMB for Review.	March, 31, 2016	Complete	All relevant policies were identified and updated as needed.
	Identify relevant policies that impact process steps, roles, and responsibilities for LCCE review board process.	December 15, 2015	Complete	All relevant policies were identified and updated as needed.

**ORGANIZATION AND WORKFORCE**

Category	Description
<b>M</b>	CIO approves new bureau CIOs
<b>N</b>	CIO role in ongoing bureau CIOs' evaluations
<b>O</b>	Bureau IT Leadership Directory
<b>P</b>	IT Workforce
<b>Q</b>	CIO reports to agency head (or deputy/Chief Operating Officer (COO))

Area	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones)/
Organization and Workforce (M-Q)	OCIO subject matter experts will develop an executive-level leadership competency applicable to CIO SES, SL and ST employees, to include a basic definition of the competency and behavioral standards at two rating levels of performance (“Achieved Expectations” and “Achieved Excellence”)	November 20, 2015	Complete	The leadership competency has been prepared and approved by OCHCO as a sub-element in Critical Element 1 for SESs for 2016. 1.10b Steward of IT Resources -- Advances IT services and solutions and delivers IT capabilities in a manner that is the most efficient to integrate people, processes, and technology across the Department. This was briefed to Component CIOs through the CIO Council.
	OCHCO will incorporate this competency as a sub-element in Critical Element 1: Leadership Competencies in SES and Senior Level and Scientific Professional/Technical (SL/ST) performance plans, amend performance system descriptions as necessary, and submit these amendments to the Office of Personnel Management (OPM). This CIO-centered competency will be included as part of the annual performance appraisal and rating as applicable only to designated CIO position incumbents. Guidance will be included in the rating year guidance message explaining selection and rating of this competency for those instances in which it applies to employees	January 31, 2016	Complete	OCHCO has incorporated this competency as a sub-element in Critical Element 1 for SEs for 2016. OPM has approved this critical element. The proposed IT competency was briefed to Component CIOs at the DHS CIO Council in early February. SES performance metrics were provided by OCHCO and all Component CIOs have been informed on same.
	Develop a scorecard to evaluate effectiveness of the IT competency in performance plans	March 31, 2016	Complete	DHS OCIO’s development of a new IT executive-level leadership competency for Component CIOs, designation of three Strategic Initiatives, and standards for Achieved Excellence and Achieved Expectations, provide the vehicle for the CIO to evaluate the effectiveness of the IT competency in Component CIO performance plans.
	CHCO will provide guidance during the implementation and closeout of the performance appraisal cycle that will provide Line of Business (i.e. CIO, CAO, CPO, etc.) input into the agency-wide critical elements	November 12, 2015	Complete	OCHCO provided a template and advised that the scorecard needs to assess the criteria for success. The template describes performance goals at the outset and an end-of-year appraisal to assess the success of the Component CIO in meeting those goals.

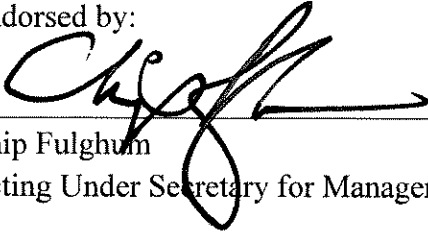
Area	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones)/
	OCIO and OCHCO will collaborate to include evaluating rating officials and reviewing officials in the provided survey report	November 20, 2015	Complete	Report posted on www.dhs.gov/digitalstrategy on 8/15.
	Conduct a survey to determine the effectiveness of the IT competency	April 30, 2016	Complete	The EBMO followed OCHCO advice to document how/whether the Component CIO competency translates the results into action. The DHS CIO Front Office conducted a survey as part of the contractual workforce planning resources. On-going competency work was also analyzed, as a part of the overall Government wide Summit to Reshape the Federal IT Program Management Certification under FITARA.
	CIO and CHCO will collaborate to include evaluating rating officials and reviewing officials in the provided survey report	November 20, 2015	Complete	Report posted on www.dhs.gov/digitalstrategy on 8/15.
	OCIO will continue to collaborate with OCHCO to further refine the DHS IT competency model and identify training opportunities that will enhance IT staff development at multiple levels	September 30, 2017	Deferred	As DHS operates under a federated model, we should establish policy and ensure compliance; therefore, Headquarters (HQ) will develop a department-level plan and require Components to develop Component-level plans, to include delegating to Component CIOs. (1) The Office of the Chief Information Officer (OCIO) Chief of Staff (CoS) and the Enterprise Business Management Office (EBMO), Office of the Human Capital Officer (OCHCO), and the Office of the Chief Procurement Officer (OCPO) in consultation with the Office of Program Accountability and Risk Management (PARM) will develop a plan to identify the Department's IT acquisition cadre by June 30, 2017. (2) Once the future IT skills needed for the IT acquisition cadre has been identified, the OCIO, OCPO, and OCHCO will collaborate to (per the action item in recommendation number four) assess the staff's specialized skills and knowledge while still maintaining alignment with the OCIO's continuous strategic workforce planning efforts. ECD: September 30, 2017.
	OCIO and OCHCO will develop a workforce planning process for assessment of current IT skills	December 31, 2017	Deferred	OCIO will initiate the workforce assessments/gap analysis, along with having focus group discussions from OCIO employees to gather information regarding high-level IT skills, competencies, and training needs. The ECD for the report with the findings and recommendations is June 30, 2017. (2) The OCIO, PARM, OCPO, and OCHCO will conduct a competency/skills assessment that will identify future IT skillset needs. The ECD is September 30, 2017. (3) OCIO will initiate the research and analysis to determine steps to resolve IT skills gaps identified across OCIO. ECD: December 31, 2017.
	OCIO will continue to collaborate with OCPO on the IT Supplement to the DHS annual Acquisition Human Capital Plan (AHCP) to improve the development and recruitment of IT personnel	March 31, 2016	Complete	OCIO/EBMO has worked with OCPO to provide IT updates to the AHCP throughout FY2016. The plan was reviewed by OCPO's executive chain. Discussions with OCPO indicate that the AHCP was finalized on March 31, and this action item was closed at that time.
	OCIO will work with OCPO and OCHCO to further develop self-assessment tools used to streamline acquisition of FAC-P/PM-IT competencies <ul style="list-style-type: none"> <li>OCPO Acquisition Training</li> </ul>	September 30, 2017	Deferred	OCIO will initiate the workforce assessments/gap analysis, along with having focus group discussions from OCIO employees to gather information regarding high-level IT skills, competencies, and training needs. The ECD for the report with the findings and recommendations is June 30, 2017. (2) The OCIO, PARM, OCPO, and OCHCO will conduct a competency/skills assessment that will identify future IT skillset needs. The ECD is September 30, 2017. (3) OCIO will initiate the research and analysis to determine steps to resolve IT skills gaps identified across OCIO. ECD: December 31, 2017.
	Utilize the workforce planning process to assess skills and employ Digital Services staff	September 30, 2017	Complete	OCIO EBMO engaged Digital Service Integrated Project Teams (IPTs), working with critical stakeholders to employ existing tools and metrics to identify the appropriate Digital Services Staff. The Digital Services team provided an approach for the manner in identifying and recruiting the appropriate Digital Services.

Area	Actions and Milestones extracted from Agency FITARA Action Plan	Target Completion Date	Status	Status Description
			Choose: Not Started, In Progress, Complete, Deferred	Describe in detail agency responses to status (e.g. ongoing actions, dependencies, partial milestones)/
	Identify existing course and training inventory (i.e. sponsors & course offerings)	November 15, 2015	Complete	The OCIO is working collaboratively with OCHCO and HSAI to take inventory of training opportunities within DHS. DHS will continue to support through the development of a survey to augment the assessment process.
	Align existing course inventory to acquisition certifications and IT specialization	May 31, 2016	Complete	An initial course inventory for acquisition certifications has been identified for the FAI model. OCIO reviewed internal training systems and course offerings (Pre and Post execution of HQ and Components survey) to perform a crosswalk and build out a roadmap for IT Specialization.
	Identify Agency mission training needs (per FITARA guidance and policies)	May 31, 2016	Complete	EBMO has collaborated with OCPO, OCHCO, and OCIO Front Office to document the current operational state for how DHS identifies and captures employee skill sets, and has defined existing gaps with this process, as well as with the ability to map training courses to existing IT skillsets. This documentation has been forwarded to stakeholders for their review and approval.
	Identify existing employee skillsets (Acquisition & IT Specialization) – per FITARA guidance and policies	February 28, 2016	Complete	EBMO has collaborated with OCPO, OCHCO, and OCIO Front Office to document the current operational state for how DHS identifies and captures employee skill sets, and has defined existing gaps with this process, as well as with the ability to map training courses to existing IT skillsets. This documentation has been forwarded to stakeholders for their review and approval.
	Identify course gaps for employee skillsets enhancement	February 28, 2016	Complete	EBMO has collaborated with OCPO, OCHCO, and OCIO Front Office to document the current operational state for how DHS identifies and captures employee skill sets, and has defined existing gaps with this process, as well as with the ability to map training courses to existing IT skillsets. This documentation has been forwarded to the aforementioned stakeholders for their review and approval.
	Identify strategy/roadmap/metrics to improve training and employee skillsets (fulfill gaps)	March 15, 2016	Complete	OCHCO has stated that there is a strategy and roadmap in place for improving training and employee skillsets. OCHCO stated that their strategy also included the analysis and potential development of a Positional Description System (PDS) which would support the capture and reporting of skillsets for all positions across DHS (including IT). As this action item is more strategic in nature, EBMO was able to demonstrate OCIO involvement in the OCHCO (Human Capital) strategic roadmap by September 30th 2016.
	Execute Human Capital strategy/roadmap	December 31, 2017	Deferred	Executing the OCIO initiatives as part of Human Capital roadmap (and subsequent reporting of defined metrics) will not be fully realized or implemented until at least FY2018, but OCIO should be able to demonstrate incremental progress for executing the objectives and tasks as part of the Human Capital strategic roadmap in the short and long term.
	Report out on metrics	March 31, 2018	Deferred	Executing the OCIO initiatives as part of this roadmap (and subsequent reporting of defined metrics) will not be fully realized or implemented until at least FY2018, but OCIO should be able to demonstrate incremental progress for executing the objectives and tasks as part of the Human Capital strategic roadmap in the short and long term.
	OCIO and OCPO will work collaboratively with stakeholders to provide Commercial Off the Shelf (COTS) training targeted to IT acquisitions	December 15, 2015	Complete	OCIO and OCPO are working collaboratively with stakeholders to provide COTS training to IT acquisitions personnel. OCIO, OCPO, and PARM are currently actively representing DHS on 5 IPTs sponsored by FAI with the specific intent of improving IT competency of project and program managers across the Federal government.

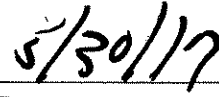
DHS 2017 FEDERAL INFORMATION TECHNOLOGY ACQUISITION REFORM ACT  
(FITARA) SELF ASSESSMENT

May 18, 2017

Endorsed by:



Chip Fulghum  
Acting Under Secretary for Management



Date



Department of Homeland Security  
Office of the Chief Information Officer  
Richard Staropoli, Chief Information Officer

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