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A.I.D. SENIOR STAFF

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STRATEGIC INFORMATION RESOURCES
MANAGEMENT PLAN

- I. BACKGROUND
- II. STATUS
- III. HIGHLIGHTS
- IV. NEXT STEPS

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1. BACKGROUND

What is a Strategic Information Resources Management Plan?

- . As a plan it is a forecast of needs and "road map" for satisfying those needs
- . As a strategic plan it covers a five year or longer period and attempts to assure that the "right" initiatives are identified to support Agency goals
- . As an Information Resources Management plan it addresses the information disciplines:
 - Automation
 - Information (Data)
 - Telecommunications

(Transcends IRM, the organization)

Why develop a Strategic Information Resources Management Plan?

- . Good business practice
 - Forecast information needs and resources to meet Agency long-range goals
 - Improve service delivery and program management
- . Required by the Paperwork Reduction Act of 1980 as amended
- . Resources to go forward with Information Resources Management Program are at risk in OMB without evidence of adequate planning

II. STATUS

A. What is the scope of the Plan?

1. Information Program elements

. Information Resources Management Program Management

- Organizations
- Policy and procedures
- Planning and control
- Budget
- Security

. Information Management

- Data
- Records Management

. Hardware

- Computers
- Emerging technologies

. Software

. Telecommunications

- Voice
- Data

2. Agency information providers and users

- . A.I.D./W
- . U.S.A.I.D.s
- . Other regional offices

II. STATUS

B. Who were the major participants?

- . Office of Information Resources Management (MS/IRM)
 - Initiated planning effort
- . Information Management Committee (IMC)
 - Sponsored a broad-based analysis and plan
 - Monitored and advised on conduct and content of plan
- . Deloitte & Touche
 - Analyzed the A.I.D. information environment
 - Identified issues, problems, and opportunities
 - Developed strategies and initiatives
 - Coordinated and briefed draft plan
 - Finalized plan
- . Senior Management Task Force
 - Monitored and advised on conduct and content of plan
- . A.I.D/W management and staff
 - Participated in over 100 interviews
 - Provided comments and recommendations on drafts
 - Not all staff elements interviewed as part of this process
- . U.S.A.I.D.s/REDSO
Pakistan, El Salvador, Costa Rica, Niger, Cote d'Ivoire
 - Participated in over 50 interviews
- . Department of State
 - Provided insight on State information programs and direction
- . Office of Management and Budget
 - Provided early identification of needs and concerns
 - Provided mid-course review and comments

II. STATUS

C. How was the Plan developed?

- . Followed the General Services Administration's Strategic IRM Planning Methodology
- . Gathered background material on Agency and Information Resources Management community
- . Interviewed broad cross section of A.I.D./W. and U.S.A.I.D. user and Information Resources Management managers and staff
- . Identified issues, problems, and opportunities
- . Identified initiatives
 - Resolve issues and problems
 - Capitalize on opportunities
- . Developed strategies constrained by budget realities
- . Drafted and coordinated plan
 - Providers of information services
 - Users of services

III. HIGHLIGHTS

A. What are the major issues, problems, and opportunities?

Issues and problems

- Lack of an Agency-wide planning process
 - Sporadic statements of direction, goals, strategies
 - Less than optimal understanding by work force
 - Less than optimal responsiveness to Agency needs by support functions such as Information Resources Management
- Lack of integration of the information disciplines
 - Duplication of functions
 - Gaps in coverage of functions
 - Failure to capitalize on opportunities and synergies
- Lack of clear roles and responsibilities
 - Decision making process elongated
 - Potentially inappropriate decision makers
 - Duplication of effort
 - Potentially inappropriately applied effort
- Lack of clear policies, procedures, and methodologies
 - Duplication of effort
 - Low priority work undertaken at expense of higher priorities
 - User-developed systems not maintained upon change of jobs by user-developer
 - User community not involved appropriately in development process
- Historic lack of communication and trust between providers and users
 - High expectations by users
 - Users develop systems, taking time from primary functions
 - Systems community's concerns/problems are given little or no credence; not a part of the team
- Lack of a clear framework for identifying and prioritizing needs
 - Low priority work undertaken at expense of higher priorities
 - Squeaky wheel gets support
 - Some critical needs never get surfaced

- Lack of a mature data management function
 - Data is not accessible
 - Data is invalid, inconsistent, untimely
 - Data that needs to be related to other data does not share common characteristics
 - Data is not shared resulting in duplicate entry
- Need for better senior management understanding of its role
 - IMC struggling to determine where it should spend its time and effort
 - Expectations not realized for lack of direction
 - Frequently Bureaus represented by junior people without management perspective or authority
- Lack of coherent hardware and software strategies
 - Scarce technical resources are needed to integrate dissimilar technologies
 - Duplication of application development efforts
- Lack of a current telecommunications strategy
 - Telecommunications initiatives are a "hodge-podge" of fixes to current problems instead of building blocks for a longer term solution
- Reliance on Department of State for most telecommunications services
 - Inability to determine costs of services
 - Inability to control costs
 - Inability to engineer alternative solutions
- Need for coherent statement of communications policy
 - Users have a number of alternative communications vehicles - phone, cable, facsimile - but do not know which vehicle should be used from various perspectives, such as cost, timeliness, historical record keeping, etc. - too often the wrong choice is made
 - Cable system is viewed as an ineffective anachronism by many

Opportunities

- Capitalize on recent changes in leadership
 - New players have little "historic baggage" and can make changes easier than "stakeholders"
 - User community sees increased openness and responsiveness in IRM
- Build on improved communications through IMC and this Plan
 - Participation in developing this plan has improved communications between users and providers; it can be used as a building block for further changes
 - A senior steering group was formed to guide development of this plan; it has provided valuable insights and direction
- Take advantage of decreasing cost of technologies
 - Price/performance of technologies continues to be a relative bargain if used intelligently

III. HIGHLIGHTS

B. Major strategies A.I.D. will adopt

Overriding strategies

Provide continuity of support

- baseline and current projects

Put house in order

- build infrastructure

Respond to critical new requirements

- within resource constraints
- as prioritized by IMC

III. HIGHLIGHTS

B. Major strategies A.I.D. will adopt

1. Integrate the information disciplines - NOW

- Policies, procedures, and plans - First
- Organizationally - Subject to further analysis

Consequences:

- . Higher likelihood that emerging technologies that cut across information disciplines will be applied more effectively to solving Agency information problems
- . Information plans will be updated annually and be responsive to changes in Agency mission, functions, and priorities

Management question:

- . Can such integration be effected through policies, procedures and plans or will it require organizational change?

III. HIGHLIGHTS

B. Major strategies A.I.D. will adopt

2. Develop information management infrastructure - NOW

- Policies and procedures
- Roles and responsibilities
- Life cycle development methodology

Consequences:

- . Assure that the right people are involved in information management decision making
- . Assure that the limited information resources are being applied to the right kinds of projects
- . Assure that the user community is appropriately involved in the development process, e.g., defining requirements and testing and validating systems
- . Assure that systems are being developed in an efficient and effective manner

Management questions:

- . Is the IMC composed of the right level of management personnel?
- . Is the IMC charged with the right functions? Has it been given appropriate authorities and responsibilities?
- . Should a senior steering group be formally chartered to provide oversight and guidance to the IMC and Information Resources Management community?
- . Should A.I.D. consider some form of charge back system to enhance the funding profile and speed up some of the initiatives?
- . Should the Bureaus/offices/missions have more decentralized authority and responsibility to satisfy their information needs?
- . Does the Agency have "enabling" standards necessary to assure that decentralization can be effective?
- . Should user management be given more flexibility in funding information initiatives?
- . How should the Bureaus manage decentralized information resources, e.g., client analysts?
- . What kind of criteria should the IMC use to assist in prioritizing the "laundry list" of projects identified each year by the user community?

III. HIGHLIGHTS

B. Major strategies A.I.D. will adopt

3. Increase emphasis on data management - NOW

Consequences:

- . Position Agency through policies, procedures, and tools to better access and use data for operational and management purposes
- . Rectify benign neglect of data functions

Management questions:

- . Is the Agency an intensive user of information?
- . Could the data available in the Agency be more effectively used for operational and management purposes?
- . Who should be the stewards of data - users or technicians?

III. HIGHLIGHTS

B. Major strategies A.I.D. will adopt

4. Develop an Information Systems Plan - 1991

Consequence:

- . A holistic view of Agency information needs related to Agency functions, goals, and critical success factors which provides a framework for logically identifying and prioritizing Agency information initiatives

Management questions:

- . Does the Agency need a vehicle which portrays holistically its business functions and relationships?
- . Could such a vehicle be of benefit in assessing whether business functions should be changed as a result of changes of mission or changes in foreign or international development policy?

III. HIGHLIGHTS

B. Major strategies A.I.D. will adopt

5. Limit investments in new software and hardware - IN NEAR TERM

Exceptions:

- A.I.D./W. Accounting and Control System
- Mission Accounting and Control System
- Excellence Through Automation Project (ETA)
- Completion of projects initiated in FY1989 - FY 1990
 - .. Time and Attendance System
 - .. Contract Information Management System

Consequences:

- . More of limited, discretionary resources can be devoted to rectifying identified deficiencies so that future investments in software and hardware will be more rational and effective
- . There will be fewer new systems to retrofit into a more rational new environment
- . There will be some delay in providing needed services and support

Management questions:

- . Are there other critical information needs that should not be delayed while the infrastructure is being rebuilt?
- . Who should have authority and responsibility for granting exceptions?

III. HIGHLIGHTS

B. Major strategies A.I.D. will adopt

6. Move toward Federal government's "open architecture" standards

- Training and studies - IN NEAR TERM
- Conversion - IN MID TERM

Consequences:

- . Near-term: Technical staff that is positioned to convert to the new technical environment
- . Mid-term: Conversion and enhancement of current portfolio of systems to new environment
- . Long-term: Increased flexibility and cost savings in acquiring hardware and software

Increased ability to move systems from headquarters to field and within and between Bureaus

Increased independence and lower risk regarding vendor products

Management issue:

- . Are longer-term objectives worth the diversion of significant resources to the near and mid-term activities and away from developing new systems?

HIGHLIGHTS

C. What are the major initiatives in FY 1991?

Information Resources Management Program

- . In-house study on integrating the information disciplines
- . Development of an Information Systems Plan
- . Acquisition of disaster recovery backup site
- . Acquisition of a new systems life cycle development methodology

Information Management

- . Development of data administration policies, procedures, standards

Hardware

- . Continuation of fielding of LAN technology in New State
- . Acquisition of new "open systems" technologies for training purposes

Software

- . First phases of identifying and acquiring a new financial management system (A.I.D./W. Accounting and Control System (AWACS))
- . Study addressing modernization of the personnel and pay systems
- . Enhancement of the mission financial management and project management systems (MACS/MIDAS)
- . Fielding of a new Contract Information Management System at selected missions
- . Fielding of a new Time and Attendance System at missions

Telecommunications

- . Study addressing a new telecommunications strategy
- . Development/promulgation of communications policy

III. HIGHLIGHTS

D. What are the budgetary implications of the plan?

- . FY 1991 - Constrained to comply with FY 1991 budget realities

Funding Levels	MS/IRM	Other	Total
Base Level	\$11.7	\$16.1	\$ 27.8
Initiatives	2.5	5.2	7.7

- . FY 1992 - Constrained to comply with August 1990 budget guidance

Funding Levels	MS/IRM	Other	Total
Base Level	\$12.7	\$16.6	\$ 29.3
Initiatives	5.1	3.4	8.5

- . FY 1993 - FY 1996

Base level increases five per cent per year

Initiatives constrained to approximately \$8 million per year

IV. NEXT STEPS

- . Finalize Strategic IRM Plan Sep 14
- . Deliver to OMB Sep 17
- . Monitor execution of Plan Oct 1, 1990 - Sep 30, 1991