# A Vision for Government Information

Technology Services and the National
Information Infrastructure

*Implementing the National Performance Review's
Information Technology Recommendations*

Government Information Technology Services
(GITS)
Working Group
of the
Information Infrastructure Task Force
Committee on Applications and Technology

September 1994

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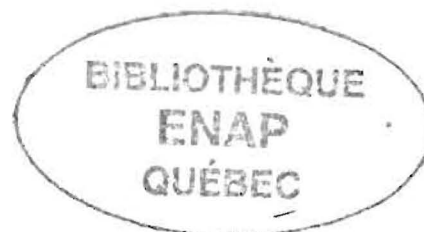
"We intend to redesign, to reinvent, to reinvigorate the entire national government."

President William Clinton

"We are going to make the federal government customer friendly. A lot of people don't realize that the federal government has customers. We have customers. The American People."

Vice President Al Gore

The Government Information Technology Services (GITS) National Information Infrastructure vision is to create a government that uses information technology to interact with and serve its customers on their terms. Our goals are to:

- Develop a national vision, including an institutionalized process that ranks information technology priorities for the Administration, provides support for funding to achieve them, and coordinates partnerships with industry, and state and local governments.

- Provide our customers with a modernized, electronic government that gives them responsive and efficient access to information and services and that protects privacy.

- Develop and implement information technologies, policies, procedures, and standards that empower leadership and that support and enable customer-driven government, rather than constrain it.

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A FOREWORD

The accompanying report of the National Performance Review, *Reengineering Through Information Technology,* presents a long-awaited opportunity to focus attention on the importance of information technology to "reinventing" government. The members of the Government Information Technology Services (GITS) Working Group view reinventing government as something far more important than downsizing and budget reductions. It is an opportunity to use the power of information technology to fight the war on crime, to deliver entitlement benefits to the needy in a secure and efficient manner while eliminating fraud and cheating, to improve health care delivery, to find missing children, to improve privacy protection for all citizens—*in short, to completely reshape how government delivers its services to its customers.*

The Clinton Administration initiative to assist in the development and deployment of a National Information Infrastructure and the highly visible platform of the National Performance Review have provided the government information technology community with this opportunity. The members of the GITS Working Group all have demanding, full-time positions within the government. But as civil servants, they are all willing to dedicate time to the GITS Working Group and seize this opportunity to better serve all the customers of government. It is our chance to *really make a difference.*

By supporting the GITS efforts, everyone can feel the sense of satisfaction in knowing that you are improving government programs and processes, which directly translates into improving the lives of all Americans.

James Flyzik
Chairperson, GITS Working Group
and Director, Office of Telecommunications
Management
Department of the Treasury

About the GITS Working Group and Its Vision

President Clinton and Vice President Gore want to use information technology to improve the quality of life for Americans and invigorate the economy. Among their top priorities is accelerating the development of a National Information Infrastructure (NII)—a network of high-speed telecommunications networks, advanced computer systems, and software. In short, their goal is to create a *customer-driven* government that is:

- More accessible
- More efficient
- Easier to use

"The NII will be designed, built, owned, and operated by the private sector. But the federal government has an important role—to promote partnerships among industry, academia, non-governmental organizations, and various government components; to serve as a leader and a model in expanding the use of the NII; and, most importantly, to provide the policy and legal environment for full exploitation of the NII's potential. In order to carry out this work and to coordinate the Administration's efforts to formulate forward-looking telecommunications and information policy, the Administration has established the Information Infrastructure Task Force (IITF)."[1] The IITF works with Congress and the private sector to establish and implement changes needed to accelerate deployment of an NII. In addition, the Vice President has carried out the National Performance Review (NPR), which resulted in a report entitled *Creating a Government That Works Better and Costs Less.* An accompanying report, *Reengineering Through Information Technology,*[2] focuses on the key role of information technology in reinventing government.

The Government Information Technology Services (GITS) Working Group is empowered by the NPR to reach the goals of the IITF and NPR. Our Working Group is part of the IITF and will implement the NPR's recommendations concerning information technology.

One of the GITS Working Group's main responsibilities is to define a vision of information technology in an efficient, effective, customer-oriented, electronic government and then oversee the implementation of this vision. This means that, in addition to the federal government, we will be working with state and local governments and with the private sector to promote cooperation and information sharing. There are existing interagency councils, working groups, task forces, and teams we can call upon to help carry out the NPR objectives. This means we must clearly explain our NII vision so you can share in the decision and implementation processes, and that is the purpose of this document. It is intended for *decision makers* at all levels and branches of government; *federal Information Resources Management (IRM) leaders* who will be implementing, operating, and managing the information technology systems; *users,* who need to know what they should expect of these systems and that their feedback is essential; and *industry* and the *public,* our customers who must interact with the government.

The remainder of this document explains: the GITS NII vision; how information technology fits into an efficient, customer-oriented, electronic government; the activities of the GITS Working Group; how we

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[1] Sally Katzen, Administrator, Office of Information and Regulatory Affairs, Office of Management and Budget, before the Subcommittee on Regulations and Government Information, Senate Committee on Government Affairs, United States Senate, December 2, 1993.

[2] National Performance Review, *Reengineering Through Information Technology,* September 1993.

can measure success; and our next steps. Accompanying this report is a quarterly release of the GITS Working Group Action Plan describing specific near-term goals, progress to date, completion dates, and the Champions in charge to make them happen. In addition, the GITS Working Group will be issuing subsequent documents on specific programs and tailored to selected audiences.

About the Government Information Technology Services (GITS) Working Group

This Working Group, established by Secretary of Commerce, Ronald Brown, and announced by the Vice President, is part of the White House Information Infrastructure Task Force. Three committees make up this Task Force: the Committee on Telecommunications Policy; the Committee on Information Policy; and the Committee on Applications and Technology, of which the GITS Working Group is a part. The GITS Working Group is the organization empowered by the NPR to implement the NPR's recommendations concerning information technology.

Our members are nominated from federal agencies and other organizations as appropriate. Our mission is to promote improved agency performance by using information technology, to accelerate the deployment of advanced networking technologies, and to establish procurement and implementation guidelines designed to improve productivity and reduce costs. (The full text of the GITS Working Group Charter is found in Appendix A.)

The GITS Working Group Vision

To help create a government that uses information technology to interact with and serve its customers on their terms.

This vision is aligned with President Clinton's Executive Order 12862 (reprinted in Appendix B), which seeks a customer-driven government and sets the standard for government services to equal the best in business. The order also requires agencies to survey their customers. These customer-survey results can be used to shape and expand critical success factors for improving customer satisfaction and service delivery. To achieve this vision, the GITS Working Group will strive for the following goals:

* To develop a national vision, including an institutionalized process that ranks information technology priorities for the Administration, provides support for funding to achieve them, and coordinates partnerships with industry, and state and local governments.
* To provide our customers with a modernized, electronic government that gives them responsive and efficient access to information and services and that protects privacy.
* To develop and implement information technologies, policies, procedures, and standards that empower leadership and that support and enable customer-driven government, rather than constrain it.

The focus is not just on productivity—it is on improving customer service. It is very important that, as we modernize and make our government more productive, we place great emphasis on improving public access to government services. Therefore, we are applying reengineering techniques to transform an existing, inefficient government. We want to bring it to a point where it is significantly more efficient, user-friendly, and technologically current.

However, to accomplish this, the federal government must:

* Strengthen its leadership in information technology.
* Provide an environment where information resources across the government can be shared.
* Accelerate the development and implementation of an information technology infrastructure to make an "electronic government" a reality.

The GITS Working Group will strive for *total customer satisfaction* that will make the federal government a model and leader in the use of information technology in service delivery. Success will be measured by customer feedback on quality and speed of service delivery and on advances in productivity and efficiency, infrastructure, and partnership.

Toward an Efficient, Customer-Oriented, Electronic Government

Our federal government provides many fine services and assistance programs for state and local governments, the medical and scientific community, industry, small start-up companies, the agricultural community, individual citizens, and numerous other groups. Many programs have produced substantial and meaningful results—many that we implicitly depend on daily, and some that the average person does not know exist. In one way or another, the federal government touches nearly every aspect of our lives, and, as a whole, has served us well.

Despite the successes, news of particular shortcomings in government is what travels most quickly. As a result, the public has a poor perception of government. There are some very real issues that prevent government agencies from being as efficient as some of modern industry, although improvements in individual agencies are possible.

In the following pages, we will examine the current and desired future states of an information technology-enabled electronic government. Our focus is on NPR recommendations in the following areas:

- Customer-oriented service delivery
- Strategically planned, government-wide, information technology services
- Information infrastructure base
- Working partnerships

In each of these areas, we will consider the benefits to the public in general, individual agencies, and the government as a whole.

The IITF Bulletin Board System, which includes information on the GITS Working Group, can be accessed through the Internet by pointing your Gopher client to `iitf.doc.gov`, or by telneting to `iitf.doc.gov` and logging in as `gopher`. The Bulletin Board is also accessible at (202) 501-1920 using a personal computer and a telephone modem.

An Accessible Electronic Government

Today: Methods of obtaining information and services from the government are often inconvenient for the average citizen. For example, telephone assistance is available only during standard work hours and usually involves an extended wait on "hold." And applying for assistance requires traveling to the agency (with little foreknowledge of what is required of the applicant), as well as making multiple appointments.

But *tomorrow:* There will be *easy access methods* for each public customer (and government employee) to the information they need. This will result in people being able to interact participatively with government. This includes user-friendly, standards-based access to transparent, seamless, and interoperable services (wherein a person does not need to know about the information technology infrastructure to efficiently access and use information). *A variety of service options,* critically aided by technology, will be used to provide the types of services the public demands, in a form the public can use, where the public wants it, and when the public wants it.

Information technology tools will have intuitive interfaces that equal industry practices—thereby capitalizing on existing familiarity and skills, minimizing the citizen's burden of learning new interfaces, adding to the citizen's comfort level in using information technology tools, and promoting the use of standards. *Applications will be capable of being tuned* to the specific customer equipment (which currently range from telephone to multimedia equipment).

A Government Providing Timely, Reliable Information

Today: In government documentation, the written instructions are not clear and the documentation is too voluminous. Sometimes, the information provided by the government (such as from telephone "answer lines") is inconsistent.

But *tomorrow: The government will provide definitive, accurate, and reliable general information and customized responses to its customers. All information about government agencies and programs will be easily accessible.* Rules and regulations will be accessible electronically; forms, in paper or electronic form, will be obtained, completed, and submitted from the applicant's home or business. *All aspects of a citizen's interactions with the government will be readily accessible* through the information infrastructure. There will be mechanisms through which applicants can check on the status of their cases.

A Proactive Government

Today: The government is often slow in responding to individuals, and government agencies have been slow to adopt the "best practices" of the private sector. In addition, there is no accepted mechanism for public feedback, especially for accepting, evaluating, and implementing suggestions for improvements.

But *tomorrow: The government will survey its customers. The government will have the means to accept and incorporate immediate feedback* from the public concerning the types of new services to be made available and how they will be administered. *The government will be more proactive on behalf of the citizen.* Applicants for benefits will be notified automatically and regularly about the status of their cases and about any change in status; licensed individuals and organizations will be notified automatically of changes in regulations that will affect them. *The government will aggressively release information in advance of the public's demand.*

A Strategically Planned and Organized Government

Today: The government lacks a global, government-wide enterprise model for integrating a unified information technology system into government operations. It also lacks coordination and centralized leadership for accomplishing that task. Neither information nor information technology are recognized as strategic resources and as a key solution to the current efficiency problems—or as a cornerstone in providing high-quality services. Some agencies' structures are set up such that the information technology organization is located several layers below corporate decision makers; this structure negatively impacts critical decisions of IRM issues.

As a result, information technology organizations lack real accountability and flexibility—IRM plans are not matched with the agencies' strategic plans; without advanced coordination, the necessary IRM resources may not be available; and the IRM group and the remainder of the agency rarely have the opportunity for a mutually beneficial and efficient working relationship.

In this era of downsizing, we all must recognize that information technology is no longer an option—it is something the government cannot function without.

But *tomorrow* we will have a strategically planned government where: *The government will operate as a unified, well-run enterprise* in which the use of information technology is key to achieving each agency's or program's mission, and where the underlying information technology infrastructure is explicitly responsible for reaching those goals. Information technology will be applied to solve the real underlying problems, not just to improve efficiency. *A government that operates as one coordinated enterprise will eliminate the need for "stovepipe" systems* in the information gathering and service arena, and the information dissemination arena. *The information technology infrastructure will be flexible and diverse* with the capability and capacity to easily meet current service demands, and there will be a leadership process in place to maintain it. *The information technology infrastructure will simultaneously support multiple levels of information access,* network security, and data integrity. *The information technology infrastructure will have the organization and expandability to be able to grow* with future capabilities and services.

Unified Benefits Distribution

Today: The government does not always make the best use of existing resources and information, because there is little coordination and cooperation among agencies in their distribution systems. Assistance to the public for a single need is fragmented across multiple agencies, with the responsibility of contacting and applying to each agency falling to the citizen. Relatedly, multiple agencies or programs provide the same broad class of service (such as benefits payments and financial assistance), but every agency has its own unique delivery system.

But *tomorrow: Citizens will have a consolidated, unified avenue for receiving the benefits of governmental programs.* This includes an Electronic Benefits Transfer (EBT) system and/or integrated "smart card(s)" programs for acquiring government assistance. *There will be interactive, inter-connected government benefits programs* that share information about the recipients and assistance. This will ensure that all eligible benefits are received and will reduce application burdens on the citizens.

Timely Procurements

Today: Many news stories have focused on the government's poor track record in acquiring complex systems—the process takes too long, and the resulting system is usually more expensive than originally planned.

But *tomorrow: An information technology infrastructure that uses basic equipment will be easily and quickly procured.* This means the process of acquiring the necessary information technology tools will be as easy, quick, and efficient for the government as it is for business.

Unified, Common Government Operations

Today: Many agencies require exclusive control of and access to their information technology systems and data. This is due to current Office of Management and Budget (OMB) directives and rules. Such regulations include accounting for use of resources, and certain security requirements (for example, different agencies having different classification schemes and security levels) create situations where replication of basic services is required. As a result, the government is perceived as an unorganized, loose assemblage of many static, non-standardized legacy systems which only serve specific needs of individual agencies.

But *tomorrow*, in the growing spirit of collaboration: *The government will appear and behave as a unified whole (as opposed to a collection of agencies).* All government programs satisfying a single category of service (benefits, licensing, and taxation, etc.) *will have a single application vehicle, share information, and use a unified distribution system.* All cross-agency interactions occur automatically and without intervention of the citizen.

Uniform Information and Access Methods

Today: Current everyday information-retrieval operations in the government involve processes that could benefit immediately from information technology schemes. However, there appears to be minimal use of off-the-shelf solutions, which contributes to elevated costs and non-standard systems. In the current method of information technology system acquisition, we have "stovepipe" solutions that are not transferable to, compatible with, or leverageable by other agencies.

But *tomorrow: There will be a set of common, uniform electronic information technology tools, access methods, and services.* This will allow agency employees to access their own and other agencies' information and will eliminate the need for unique, separate, "stovepipe" solutions for each agency. The tools will support *user-friendly*, standards-based *access* to transparent, seamless, and *interoperable services* (wherein the information technology organization does not need to be known for efficient access and use).

Cross-Agency Information Sharing

Today: The citizen must interact with each agency separately, which results in replicated data and redundant information collection efforts.

But *tomorrow: We will have simple, consistent access* to and from the government that permits "one-stop shopping" for all levels of government information, regardless of how one accesses the system. (Such a paradigm might consist of a set of well-known cross-referenced entry points that offer access to the same set of high-level services via similar user interfaces.) *There will be easy, secure information exchange* among federal, state, and local governments.

Interworkings with Government Research Centers

Today: There is poor technology transfer from government-funded information technology-related centers of innovation and excellence to government agencies' information technology programs.

But *tomorrow*, through more efficient use of these resources, we will have a federal government that is viewed as a leader and model in using information technology to deliver services—a system to be proud of. It will be an organized system others will want to study and use. In addition, we will enjoy and benefit from additional partnerships.

Partnerships with State and Local Governments

Today: Federal, state and local governments rarely interact electronically (with the exception of exchanging income tax information), and they do not appear to exchange information electronically and proactively on behalf of the customer.

But *tomorrow: We will have easy, secure information exchange* among federal, state, and local governments while preserving the privacy rights of all customers of government. The federal government will be connected to, and can easily access and exchange information with, the rest of the world. *There will be interoperability and coordination* among federal, state, and local governments, and among industry and the public.

Interworkings with Industry and Academia

Tomorrow: We will have an organized set of efficient federal government/industry partnerships that work—ones that build relationships of trust. *The federal government infrastructure will guarantee customer privacy* and continuously build feelings of government trustworthiness.

Activities of the GITS Working Group

How GITS Operates

The GITS Working Group operates and achieves its goals by defining the strategic plan that sets objectives and priorities by delegating actions to agencies with the appropriate resources, and by using "Champions" as leaders and motivators to ensure goals are implemented. The Champion's role is that of the chairman of the board. In addition to Champions, an Office of Primary Responsibility will serve as the project manager. Support Teams within these offices will, in most cases, have a vested interest in the outcome of the project.

Each of these roles and their responsibilities are detailed in the table below.

Progress to Date

Much progress has already been made toward organizing and implementing the NII. The initial steps towards these goals have focused on implementing the specific recommendations in the information technology supplement to the NPR,[3] and developing the underlying organizational infrastructure to do so. Toward this end:

- The NPR's 13 major recommendations and 47 action items have been identified and prioritized. (An outline of these recommendations and action items appears in Appendix C.)
- For each action item, a GITS Working Group Champion has been assigned to facilitate its implementation.
- For each action item, an Office of Primary Responsibility and Support Team(s) has been assigned.
- For each action item, an implementation plan has been established, actions required have been identified, and due dates have been set.

The Action Plan

Accompanying this document is the GITS Working Group Action Plan, which is updated and released quarterly. The purpose of the Action Plan is to inform stakeholders of the current status of the information technology initiatives, define the actions required to carry out their implementation, and update the progress made with respect to each of the initiatives. This Action Plan thereby traces our first steps in moving forward towards the GITS vision.

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[3]   National Performance Review, *Reengineering Through Information Technology*, September 1993.

GITS Role	Responsibility
Champion	• Coordinate with the Office of Primary Responsibility and Support Team(s) to ensure that the basic principles, as established by the GITS vision for the government's information technology program, are maintained and fostered during planning and implementation of the project. • Be the primary spokesperson for the project in reporting to the GITS Working Group on progress. • Serve as the liaison and advocate for the project in upper-level interagency forums. • Assist in the coordination and deployment of resources to support the project.
Office of Primary Responsibility	• Provide primary financial and technical assistance to support the project. • Develop project implementation plans and oversee implementation. • Keep the GITS Working Group Champion informed on the project's progress. • Identify and recruit the Support Team(s) that will support the project both within and across agencies. • Update the project status in the GITS Action Plan. • Keep the GITS Working Group Champion apprised of all pertinent developments as they arise. • Serve as the government's liaison in coordinating related projects with other communities. • Share lessons learned with all relevant groups.
Support Team	• Provide additional financial and/or technical assistance in support of the project. • Coordinate resources with other related projects as appropriate. • Identify ways to replicate successes within and across agencies. • Keep the Office of Primary Responsibility apprised of all new developments on the projects.

Measuring Success

Success will be measured by customer feedback on quality and speed of service delivery, and by advances in productivity and efficiency, leadership, infrastructure, and partnership.

Critical success factors will be used by the GITS Working Group to measure the success of the various information technology implementations. Therefore, any vision for the future must be evaluated with respect to the general factors described in the table below. More specific performance measures for each of the information technology initiatives will be identified in the future.

Critical Success Factors	
Goal	**Implementation**
Service Delivery	• Service delivery must be timely, and the product must be accurate and the "right" product. • High customer satisfaction levels must be attained. • Access and use must be simple and affordable. • Service delivery must be ubiquitous and accessible at all times. • Delivery must be reliable, preserve privacy, and maintain integrity.
Productivity/Efficiency	• Productivity must be improved. • Unnecessary paper-based services must be eliminated. • Customer demand for information technology services to solve business problems must be increased.
Leadership	• The government must promote uses of the full range of information technology to support service delivery. • An enterprise model must be established for using information technology across government. • Information technology must be recognized as a strategic resource in agency plans. • Electronic access to information must be increased.
Infrastructure	• Electronic support for the "virtual agency" must be easy to use and effective (such as easy and effective E-mail communications across government). • Federal, state, and local government services must be interoperable. • Delivery must be integrated.
Partnership	• Government/industry partnerships must work. • Federal, state, and local government partnerships must work.

Next Steps

GITS clearly has a key government-wide role in facilitating the integration of information technology into the workings of government. Towards this end, the GITS Working Group has plans for the following:

- Implement the NPR information technology recommendations as outlined in the GITS Working Group Action Plan.
- Continuously update and disseminate the GITS Working Group Action Plan to assure public awareness and coordination with all stakeholders.
- Establish a government E-mail program office and a government-wide E-mail directory.
- Expand the use of telephone services, electronic on-line information services, and kiosks in shopping malls and other convenient locations to provide information to private citizens, business, and other customers on available benefits and services.
- Identify and evaluate opportunities for consolidation, sharing, and interconnecting network resources among government agencies.
- Implement an electronic commerce pilot program to support streamlining the federal acquisition process and increase opportunities for participation by small, small-disadvantaged, and minority-owned businesses.
- Develop a government-wide enterprise model for the integration and use of information technology.
- Develop program-specific performance measures to evaluate the success of the various information technology initiatives.

Appendix A: Government Information Technology Services (GITS) Working Group Charter

I. Background

The President has emphasized the need to reengineer the federal government's process through the use of information technology. This reengineering will make government services more accessible, more efficient, and easier to use. To accomplish this, the federal government must strengthen its leadership in information technology, provide an environment where information resources across the government can be shared, and to accelerate the development and implementation of information technology infrastructure to make "electronic government" a reality.

II. Authority

The President formed the Information Infrastructure Task Force (IITF) to establish and implement policies and initiatives to deploy the National Information Infrastructure (NII). On November 26, 1993, the Secretary of Commerce via a memorandum to all Heads of Executive Departments and Agencies, established the Government Information Technology Services (GITS) Working Group within the IITF's Committee on Applications and Technology (CAT). The action was announced by the Vice President in a memorandum dated December 2, 1993. This Working Group will coordinate efforts to improve the application of information technology by government agencies.

III. Purpose

The GITS Working Group will provide clear, strong leadership to integrate information technology into government business processes to make government a customer-driven enterprise; define a vision and oversee implementation; encourage and facilitate cooperation; and serve as a catalyst for change.

The group will:

- Lead business and cultural change within government to enhance external and internal service delivery.
- Direct the government-wide/agency implementation of electronic government.
- Make the U.S. Government a model and leader in the use of information technology in service delivery.

IV. Mission

The mission of the GITS Working Group is to promote the improvement of agency performance through the use of information technology, accelerate the deployment of advanced networking technologies, and in conjunction with the Office of Management and Budget (OMB) and the General Services Administration (GSA), establish procurement and implementation policies, practices, and directives designed to improve productivity and reduce costs. The Working Group will be responsible for implementation of the recommendations in the National Performance Review Accompanying Report, entitled, *Reengineering Through Information Technology*. The Working Group will coordinate the initiatives of the federal agencies with initiatives of the White House in evolving the National Information Infrastructure.

The GITS Working Group will:

a. Develop a strategic vision for using information resources.
b. Develop strategies to improve information resources management leadership and authority across and within federal agencies.
c. Set priorities for federal information resources management activities.
d. Develop implementation plans for, and monitor progress on, the information technology initiatives referenced in National Performance Review reports.
e. Work with state and local governments and industry to promote cooperation and information sharing.
f. Establish a continuous improvement plan and process to design, develop, and implement technology-enabled business applications government-wide.
g. Identify new opportunities for information resources sharing across agencies.
h. Empower existing interagency groups to implement information technology initiatives.

V. Membership

The GITS Working Group initial membership will include individuals nominated from among federal agencies and others as appropriate. The current list of members was selected primarily from those agencies most impacted by the National Performance Review Recommendations. These include:

Department of the Treasury
General Services Administration
Office of Management and Budget
Department of Agriculture
Department of Veterans Affairs
Department of Defense
Department of Energy
Department of Commerce
Department of Health and Human Services
Department of Housing and Urban Development
Department of Justice
Office of Science and Technology Policy
Securities and Exchange Commission
Federal Trade Commission
Legislative Branch
National Performance Review

Representation from other agencies and stakeholders will be included as required to meet specific objectives.

VI. Roles and Responsibilities

a. The chairperson of the GITS Working Group will coordinate major issues with the Chairperson of the Committee on Applications and Technology of the IITF. Overall guidance to the GITS Working Group will be provided by the IITF.
b. The GITS Working Group will initially be chaired by the Department of the Treasury. The chairperson will be responsible for task accomplishment, management of working group activities, and reporting requirements. The chairperson will also provide status reports of the GITS Working Group activities to the IITF and CAT.

c. The General Services Administration will serve as the Executive Secretariat to the GITS Working Group.
d. The GITS Working Group will utilize to the extent possible existing interagency groups to develop plans for implementing specific information technology services.
e. When deemed necessary, the GITS Working Group will form new interagency groups to carry out its mission.
f. Federal agencies may be requested to increase their current support level on existing interagency groups and to provide representatives to participate in any new interagency groups formed by the GITS Working Group.
g. The GITS Working Group will communicate its activities to other federal, state, and local governments, and private industry groups.

VII. Resources

a. Federal agencies will share in the funding to cover all costs associated with the GITS Working Group. The Working Group will develop funding requirements, sources of support, and collection mechanisms and procedures.
b. Existing interagency groups will be utilized where applicable for assistance.

VIII. Procedures

a. The chairperson may call for a vote on specific actions when conditions warrant. Each member will have one vote with a simple majority rule.
b. Minority reports may be submitted on any actions made by the GITS Working Group.
c. Members should attend GITS Working Group meetings; alternates may attend in the absence of the principal member.
d. The chairperson will provide guidance on distribution outside official channels of any information obtained or generated by the GITS Working Group.
e. Additional procedures may be proposed by the chairperson and adopted with the concurrence of the members.
f. Business communications will be done via electronic media to the fullest extent possible.

IX. Meetings

The GITS Working Group will hold meetings as required, but at least monthly. Meeting agenda is developed with input from the members. Meeting agenda will be sent out in advance of meeting.

Appendix B: Executive Order 12862

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release   September 11, 1993

EXECUTIVE ORDER

SETTING CUSTOMER SERVICE STANDARDS

Putting people first means ensuring that the federal government provides the highest quality service possible to the American people. Public officials must embark upon a revolution within the federal government to change the way it does business. This will require continual reform of the executive branch's management practices and operations to provide service to the public that matches or exceeds the best service available in the private sector.

NOW, THEREFORE, to establish and implement customer service standards to guide the operations of the executive branch, and by the authority vested in me as President by the Constitution and the laws of the United States, it is hereby ordered:

Section 1. *Customer Service Standards.* In order to carry out the principles of the National Performance Review, the federal government must be customer-driven. The standard of quality for services provided to the public shall be: Customer service equal to the best in business. For the purposes of this order, "customer" shall mean an individual or entity who is directly served by a department or agency. "Best in business" shall mean the highest quality of service delivered to customers by private organizations providing a comparable or analogous service.

All executive departments and agencies (hereinafter referred to collectively as "agency" or "agencies") that provide significant services directly to the public shall provide those services in a manner that seeks to meet the customer service standard established herein and shall take the following actions:

(a) Identify the customers who are, or should be, served by the agency;
(b) Survey customers to determine the kind and quality of services they want and their level of satisfaction with existing services;
(c) Post service standards and measure results against them;
(d) Benchmark customer service performance against the best in business;
(e) Survey front-line employees on barriers to, and ideas for, matching the best in business;
(f) Provide customers with choices in both the sources of service and the means of delivery;
(g) Make information, services, and complaint systems easily accessible; and
(h) Provide means to address customer complaints.

Section 2. *Report on Customer Service Surveys.* By March 8, 1994, each agency subject to this order shall report on its customer surveys to the President. As information about customer satisfaction

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becomes available, each agency shall use that information in judging the performance of agency management and in making resource allocations.

Section 3. *Customer Service Plans.* By September 8, 1994, each agency subject to this order shall publish a customer service plan that can be readily understood by its customers. The plan shall include customer service standards and describe future plans for customer surveys. It also shall identify the private and public sector standards that the agency used to benchmark its performance against the best in business. In connection with the plan, each agency is encouraged to provide training resources for programs needed by employees who directly serve customers and by managers making use of customer survey information to promote the principles and objectives contained herein.

Section 4. *Independent Agencies.* Independent agencies are requested to adhere to this order.

Section 5. *Judicial Review.* This order is for the internal management of the executive branch and does not create any right or benefit, substantive or procedural, enforceable by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

WILLIAM J. CLINTON

THE WHITE HOUSE
September 11, 1993

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Appendix C: GITS Working Group Action Plan Outline

The following is an outline of the 13 major recommendations and 47 action items of the *National Performance Review: Reengineering Through Information Technology*. The National Performance Review committee organized all action items according to the following four categories:

(1) Agency heads can do themselves.
(2) President, Executive Office of the President, or Office of Management and Budget (OMB) can do.
(3) Requires legislative action.
(4) Good idea, but will require additional work, or may be better suited for future action.

The categorizations of each action item are shown in the following list as the first of two parenthesized quantities at the end of each line. Additionally, the GITS Working Group members prioritized each action item on a 1 to 3 scale; this prioritization appears as the second parenthesized quantity, and is of the form "(GP:#)."

IT01 Provide Clear, Strong Leadership to Integrate Information Technology into the Business of Government
    IT01.01 Plan for effective use of information technology throughout government. (2)(GP:1)
    IT01.02 Coordinate and oversee implementations of information technology plans. (2)(GP:3)

IT02 Implement Nationwide, Integrated Electronic Benefit Transfer (EBT)
    IT02.01 Design an integrated EBT implementation plan. (2)(GP:3)
    IT02.02 Legislation should be enacted to facilitate nationwide implementation of EBT. (2)(GP:3)

IT03 Develop Integrated Electronic Access to Government Information and Services (2)(GP:1)
    IT03.01 Coordinate, recommend, and implement information technology initiatives to improve customer service. (2)(GP:1)
    IT03.02 Implement an integrated government-wide national one-stop 800-number calling service. (1)(GP:1)
    IT03.03 Implement an integrated one-stop government services kiosk. (2)(GP:1)
    IT03.04 Implement an integrated government-wide one-stop electronic bulletin board system. (2)(GP:1)
    IT03.05 Work with private industry to advance the implementation of technologies that provide citizen access to government information and services. (2)(GP:1)

IT04 Establish a National Law Enforcement/Public Safety Network
    IT04.01 Formalize the Federal Law Enforcement Wireless Users Group. (2)(GP:1)
    IT04.02 Establish a National Law Enforcement/Public Safety wireless network for use by federal, state, and local governments. (2)(GP:1)

IT05 Provide Intergovernmental Tax Filing, Reporting, and Payments Processing
    IT05.01 Integrate government financial filings, reporting, and payments processing. (2)(GP:1)
    IT05.02 Determine ways to eliminate the need of filing routine income tax returns. (2)(GP:1)

IT06 Establish an International Trade Data System
    IT06.01 Develop and implement a U.S. Government International Trade Data System. (2)(GP:1)

IT07   Create a National Environmental Data Index
    IT07.01   Organize the implementation of a National Environmental Data Index. (2)(GP:1)

IT08   Plan, Demonstrate, and Provide Government-wide Electronic Mail
    IT08.01   Improve electronic mail and messaging among federal agencies. (2)(GP:1)
    IT08.02   Issue a government-wide E-mail records management policy. (1)(GP:2)

IT09   Establish an Information Infrastructure
    IT09.01   Develop a Government Services Information Infrastructure (GSII) to effectively use government information resources and support electronic government applications. (2)(GP:3)
    IT09.02   Consolidate and modernize government data processing centers. (2)(GP:1)
    IT09.03   Reengineer basic systems for improved delivery of government services. (2)(GP:1)
    IT09.04   Consolidate and integrate federal government private networks. (2)(GP:1)

IT10   Develop Systems and Mechanisms to Ensure Privacy and Security
    IT10.01   Establish a Privacy Protection Board. (3)(GP:3)
    IT10.02   Establish uniform privacy protection practices and generally acceptable implementation methods for these practices. (2)(GP:3)
    IT10.03   Develop standard encryption capabilities and digital signatures for sensitive, unclassified data. (2)(GP:2)
    IT10.04   Develop generally accepted principles and practices for information security. (2)(GP:2)
    IT10.05   Develop a national crisis response clearinghouse. (2)(GP:2)
    IT10.06   Emphasize need for information security in sensitive unclassified systems. (2)(GP:2)
    IT10.07   Reevaluate security practices related to national security data. (2)(GP:2)
    IT10.08   Foster the industry-government partnership for improving services and security in public telecommunications. (2)(GP:2)
    IT10.09   Implement the National Industrial Security Program. (2)(GP:3)
    IT10.10   Develop a comprehensive Internet security plan. (2)(GP:2)
    IT10.11   Coordinate security research and development. (2)(GP:2)

IT11   Improve Methods of Information Technology Acquisition
    IT11.01   Conduct a two-year pilot test of a modernized information technology acquisition framework. (1)(GP:1)
    IT11.02   Increase delegation of authority to agencies. (1)(GP:2)
    IT11.03   Expand use of commercial credit cards. (1)(GP:2)
    IT11.04   Pilot test innovative approaches under the Multiple Award Schedule program. (1)(GP:2)
    IT11.05   Expand electronic commerce. (2)(GP:3)
    IT11.06   Provide incentives for improved information technology acquisition service efficiency. (2)(GP:2)

IT12   Provide Incentives for Innovation
    IT12.01   Retain a portion of agency information technology savings for reinvestment. (2)(GP:3)
    IT12.02   Promote performance-based contracting for information technology. (2)(GP:2)
    IT12.03   Use multiyear funding for agency information technology projects. (3)(GP:2)
    IT12.04   Establish a government-wide venture capital fund for innovative information technology projects. (3)(GP:1)

IT13   Provide Training and Technical Assistance in Information Technology to Federal Employees

IT13.01 Establish a program to train non-technical senior executives and political appointees in information technology. (2)(GP:2)
IT13.02 Require "minimum competency" in information technology for Senior Executive Service candidates. (1)(GP:2)
IT13.03 Require information resources management managers to meet certification standards. (1)(GP:2)
IT13.04 Promote collegial assistance for information technology. (1)(GP:1)
IT13.05 Include training as part of all information technology contracts and acquisitions. (1)(GP:1)

Appendix D: What Is the National Information Infrastructure?

The National Information Infrastructure (NII) is "a seamless web of communications networks, computers, databases, and consumer electronics that will put vast amounts of information at users' fingertips." In its entirety it encompasses:[4]

- The equipment used to capture (input), store, transmit, manipulate (process), and present (output) the data.
- The information itself, in any of a wide variety of forms (audio, still images, video, databases, library archives, etc.).
- The applications and software that allow users to access, manipulate, organize, and "digest" the information.
- The networking and communications protocols and security, privacy, and data integrity measures.
- The rules, regulations, policies, and social ethics that govern usage and activities.
- The service providers and their constituencies which set up the foundation components.
- The people "who create the information, develop applications and services, construct the facilities, and train others to tap its potential."

The principles and objectives of the NII are to:

- Promote private sector investment.
- Extend the "universal service" concept to ensure that information resources are available to all at affordable prices.
- Act as a catalyst to promote technological innovation and new applications.
- Promote seamless, interactive, user-driven operation of the NII.
- Ensure information security and network reliability.
- Improve management of the radio frequency spectrum.
- Protect intellectual property rights.
- Coordinate with other levels of government and with other nations.
- Provide access to government information and improve government procurement.

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[4] Information Infrastructure Task Force, *The National Information Infrastructure: Agenda for Action*, September 1993.

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USA

GOVERNMENT INFORMATION TECHNOLOGY SERVICES (GITS) WORKING GROUP ACTION PLAN

ftp://ftp.fedworld.gov/pub/tel/t00gits.doc

Observatoire de l'administration publique-ENAP
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INTRODUCTION

The White House formed the Information Infrastructure Task Force (IITF) to articulate and implement policies and initiatives to accelerate deployment of the National Information Infrastructure (NII). Subsequently, the Vice President via a memorandum to all heads of Executive Departments and Agencies endorsed the creation of the Government Information Technology Services (GITS) Working Group to coordinate efforts to improve the application of information technology by government agencies.

The mission of the GITS Working Group is to promote the improvement of agency performance through the use of information technology, accelerate the deployment of advanced networking technologies, and in conjunction with the Office of Management and Budget (OMB) and General Services Administration (GSA), establish procurement and implementation directives designed to improve productivity and reduce costs. The Working Group is also responsible for implementation of the recommendations in the National Performance Review Accompanying Report, titled, Reengineering Through Information Technology. The Working Group coordinates the initiatives within federal agencies and with initiatives of the White House in evolving the National Information Infrastructure. The purpose of this report is to delineate the current status of these information technology initiatives, define the actions required to carry out implementation, and update the progress made with respect to each of the initiatives.

GOVERNMENT INFORMATION TECHNOLOGY SERVICES (GITS)
WORKING GROUP ACTION PLAN
ftp://ftp.fedworld.gov/pub/tel/t00gits.doc (format Word)

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GOVERNMENT INFORMATION TECHNOLOGY SERVICES (GITS) WORKING GROUP ACTION PLAN

IT01 Provide Clear, Strong Leadership to Integrate Information Technology into the Business of Government

Overall Champion: Jim Flyzik

Office of Primary Responsibility: GITS

IT01.01 Plan for effective use of information technology throughout government.

Progress/Accomplishments:
1. Vice President announced and Secretary Brown signed the memorandum forming the Government Information Technology Services (GITS) Working Group.

2. GITS approved an operating charter in February 1994, and convenes on a monthly basis to review progress in the implementation of the NPR IT recommendations.

3. A dual track approach to implementation of the recommendations was adopted. One will address leadership strategies and the other will address IT implementation.

4. A GITS Champion and Office of Primary Responsibility (OPR) was identified for each NPR IT initiative.

5. A draft statement of work has been prepared for the development of a governmental IT enterprise model. The Information Technology Association of America (ITAA) has agreed to provide a proposal for joint GITS/Private Sector discussion on development of enterprise model.

IT01.01a Develop a Vision Statement

GITSWG Champion: Jim Flyzik
Office of Primary Responsibility: GITS
OPR Support Team(s): OMB/GSA
Related NPR Projects: None

Progress/Accomplishments:

The GITS Strategic vision document was published in September 1994.

GOVERNMENT INFORMATION TECHNOLOGY SERVICES (GITS)
WORKING GROUP ACTION PLAN

IT01 **Provide Clear, Strong Leadership to Integrate Information Technology into the Business of Government** *(cont'd)*

IT01.01b   Develop Leadership Strategies

GITSWG Champion: Jim Flyzik
Office of Primary Responsibility: GITS
OPR Support Team(s): OMB
Related NPR Projects: None

Progress/Accomplishments:

1. Defined an interagency structure to accomplish GITS mission and take advantage of existing interagency councils, working groups, task forces and teams.

2. Drafted a charter for Federal/State/Local Governmental Panel, in cooperation with state and local governments and other stakeholders, to develop coordinated telecommunications/information sharing initiatives. Final charter was approved in August 1994.

3. Work has begun on GITS Management Strategy and policy and procedure for identifying, and coordinating "affinity" groups.

IT01.01c   Resource Priority Setting: Assess resources available to support projects identified as a part of the IT vision expressed by the GITS.

GITSWG Champion: Jim Flyzik
Office of Primary Responsibility: GITS
OPR Support Team(s): GSA/FIRMPoC
Related NPR Projects: None

Progress/Accomplishments:

1. Areas of contractual support and potential funding resources are under continuous review.

2. The concept for an Information Technology (IT) Fund innovation fund pilot presented at June 20, 1994 IMC meeting. Agreement in principle was reached to move ahead with governmentwide pilot using the existing information technology fund.

3. Projects totaling $1.6 million approved for pilot funding in FY95.

GOVERNMENT INFORMATION TECHNOLOGY SERVICES (GITS)
WORKING GROUP ACTION PLAN

_IT01_ <u>Provide Clear, Strong Leadership to Integrate Information Technology into the Business of Government</u> *(cont'd)*

IT01.01d **Develop an Implementation Plan**

GITSWG Champion: Jim Flyzik
Office of Primary Responsibility: GITS
OPR Support Team(s): GSA/FIRMPoC, National Science and Technology Council
Related NPR Projects: None

Progress/Accomplishments:

1. Developed a data base which contains all NPR IT recommendations.

2. Developed Action Plans for each of the recommendations in the NPR Accompanying Report entitled "Reengineering through Information Technology." Action Plans are tracked and updated quarterly.

3. GITS Champions and Offices of Primary Responsibility have been established and Support Team(s) defined for each action needed.

4. Initiated contacts with state and local governments (NASIRE, National Governors Association, NAPA) and private industry (AFCEA, EIA, ITAA, IAC and the Private Sector Council) to begin to forge partnerships for implementation of the NPR recommendations.

5. Worked with associations representing all levels of Federal, State, and local government on "Interchange 94", a symposium designed to establish and promote working partnerships to deliver new and/or improved service to citizens through prototypes of working intergovernmental open systems technologies.

6. Working with the General Accounting Office (GAO) and the Industry Advisory Council (IAC) to identify and publicize information on "best practices."

7. Draft statement of work was developed for governmental IRM enterprise model.

8. The final NPR IT Report was released in May 1994.

9. Briefings for Congressional staff were conducted in June 1994.

IT01   Provide Clear, Strong Leadership to Integrate Information Technology into the Business of
Government *(cont'd)*

IT01.02   Coordinate and oversee implementations of information technology plans.

GITSWG Champion: Jim Flyzik
Office of Primary Responsibility: GITS
OPR Support Team(s): GSA/OMB
Related NPR Projects: None

Progress/Accomplishments:

1.   Revisions to OMB Circular A-130 were completed which included language
to support the integration of IRM plans with agency strategic plans and
budgets, after OMB met with GITS representatives to support its inclusion
in the circular.

2.   GITS, on an ongoing basis, is making use of existing interagency panels and
teams to solve common problems and represent the government to the
public on specific cross-cutting information technology matters.

3.   Periodically meet with OMB to ensure adequate staff expertise to exercise
effective leadership of federal information and IT activities.

IT02 Implement Nationwide Integrated Electronic Benefit Transfer

Overall Champion: Bruce McConnell

IT02.01 Design an integrated EBT implementation plan.

GITSWG Champion: Bruce McConnell
Office of Primary Responsibility: Bernie Martin/OMB
OPR Support Team(s):
Related NPR Projects: FM04, USDA07

Progress/Accomplishments

1. On May 31, 1994 the EBT Task Force released "Creating a Benefit Delivery System that Works Better and Costs Less: An Implementation Plan for Nationwide EBT". This report laid out a strategy for employment of a nationwide EBT system, and included a preliminary cost estimate of deploying such a system, made recommendations for its implementation, discussed the regulatory and legislative implications of this strategy, and identified potential barriers that may hinder its accomplishment.

2. Commissioners of nine southern states signed a memorandum of understanding forming the Southern Alliance of States (SAS) to cooperatively develop a multi-state pilot project. In May 1994, Vice-President Gore announced that SAS will be the first Federal Direct and State combined payment joint prototype venture. In May 1994, Vice President Gore announced that SAS will be the first Federal Direct and State combined joint prototype venture.

3. An EBT prototype-card, designated the "Benefit Security Card," was designed, using the results of numerous focus group meetings with benefits recipients. A logo, which may receive a trademark, was developed for the card. This logo, known as a "bug" will be displayed by businesses and financial institutions accepting the card.

4. Continued development of a series of fundamental building blocks needed to support a national EBT network. These include standard operating rules, standard financial core principles, standard settlement policies, cooperative funding agreements, enabling cost policies and authorities, and processor audit and certification procedures. These building blocks will become the foundation for future expansion of EBT to a wider range of federal and state applications and locations.

5. A national conference for Federal and State agencies interested in EBT was held in August, 1994. Information on the evolving national EBT implementation policy and strategy was presented and workshops were held for states that were either operating or developing EBT systems. Improving the Federal and State decisionmaking process has also received attention. A joint workgroup was created to ensure coordinated development of national-level standards and operations among federal and State EBT participants.

6. Dialog among stakeholder groups that contributed to the development of the Implementation Plan continues. Among those participating are the Food Marketing Institute (retailer issues, terminal deployment, and pricing), network operators (transaction

IT02   Implement Nationwide Integrated Electronic Benefit Transfer *(cont'd)*

processing, operating rules, and fee schedules), the Federal Smart Card Users Group (general EBT technology), associations that represent various state government entities (cost sharing, funding requirements, and system design), representatives of financial institutions (banking and funds transfer issues), and benefit advocacy groups (services and access). The Secret Service, General Accounting Office, and agency Offices of Inspector General are involved in the ongoing examination of security measures and fraud reduction.

Actions Required:

Due Date

Ongoing
1. Task Force Executive Staff, in consultation with OMB, will refine the detailed plan for implementation of the multistate, multiprogram prototype. Specific milestones that must be accomplished to meet Task Force objective will be updated.

3/95
2. Prepare for award of contract(s) for a multistate prototype. The Department of Treasury will release the Federal Invitation for Expression of Interest to vendors capable of operating the multistate-multiprogram prototype.

3/95
3   Continue development of uniform EBT operating environment based on commercial industry standards and operations.

3/96
4. Award contract and deploy a multi-state prototype. Initial Operation Capability for the first multi-state prototype is scheduled for March 1996. Continue to work with those States implementing their own EBT projects.

3/99
5. Expand EBT services to national availability. To complete by March 1999.

Ongoing
6. Enhance EBT services by examining new and developing technologies. Currently underway, continues indefinitely.

Ongoing
7. Establishment of partnerships with various stakeholders including identification of groups of States that will participate in one or more prototypes. Currently underway, to continue as necessary.

Ongoing
8. Follow through with Department of Treasury on an agreement with financial institutions for support for Federal Direct payment and prototype-related projects.

IT02 Implement Nationwide Integrated Electronic Benefit Transfer *(cont'd)*

IT02.02   Legislation should be enacted to facilitate nationwide implementation of EBT.

GITSWG Champion: Bruce McConnell
Office of Primary Responsibility: Bernie Martin/OMB
OPR Support Team(s):
Related NPR Projects: FM04, USDA07

Progress/Accomplishments:

1. An Implementation Plan has been completed and was announced by the Vice President on May 31, 1994. The plan calls for the development and deployment of a nationwide EBT system over a five-year period. Detailed planning is now underway and will involve task force members, relevant Federal agencies, and State officials.

2. The Task Force is working closely with the Congress on any legislation and regulatory changes needed to implement the final plan.

Actions Required:

Due Date

Ongoing   1. Develop a strategy for development of EBT point of sale (POS) terminals that ensure adequate recipient access to EBT benefits while minimizing the cost to the Federal Government may require legislative action.

Ongoing   2.   The Federal Reserve Board voted to improve the consumer protections currently provided to credit card holders and users of automated teller banking services under Regulation E of the Electronic Funds Transfer Act to all EBT programs. This decision could raise program costs significantly and represents one of the largest barriers to successful implementation. While the these changes are scheduled to go into effect on March 1, 1997, the Task Force is working to develop management controls to minimize Regulation E impact. Legislation may be required.

IT03 Develop Integrated Electronic Access to Government Information and Services

Overall Champion: Greg Woods

IT03.01 Coordinate, recommend, and implement information technology initiatives to improve customer service.

GITSWG Champion: Bob Woods
Office of Primary Responsibility: CSIT
OPR Support Team(s):
Related NPR Projects: ICS01, SUP02, ORG05

Progress/Accomplishments:

1. On April 1, 1994, conducted first meeting of the Customer Service Integration Team (CSIT) that is responsible for coordinating, recommending and implementing IT initiatives to improve customer service. Team members discussed mission, strategy, roles, and responsibilities. Discussed ideas for implementation strategy. CSIT Charter approved 6/16/94. Task leaders have been designated.

2. Additional members have been added to the Team. These include representatives from Treasury, Commerce/NTIS, State of California and National Communications System.

3. CSIT held a retreat on 8/10/94-8/11/94 with representatives of private industry, academia, and government for their input on how to improve the delivery of government services.

Actions Required:
Due Date

1. The CSIT will present the GITS with its implementation strategy to assure commonality of goals.

4/95
2. A draft strategic plan for implementing a government wide "one-stop service shop" will be completed by the CSIT.

3. An integrated government wide "one-stop service shop" will be piloted in three major metropolitan areas.

Ongoing
4. Agencies with significant customer service related applications will be referred to CSIT to pursue additional applications.

GOVERNMENT INFORMATION TECHNOLOGY SERVICES (GITS)
WORKING GROUP ACTION PLAN

<u>**IT03**</u>   <u>**Develop Integrated Electornic Access to Government Information and Services**</u> *(cont'd)*

IT03.02   Implement an integrated government wide national 800-number calling service.

GITSWG Champion: Bob Woods
Office of Primary Responsibility: GSA IRMS
OPR Support Team(s): Office of FTS2000
Related NPR Projects: ICS01, SUP02

Progress/Accomplishments:

1. A draft implementation plan for the Federal Information Center (FIC) national 800 - number service was completed in July, 1994.

2. The FIC program has expanded its service to 13 additional metropolitan areas in order to provide service in all 50 states.

3. On September 8, 1994, the Office of FTS2000 sent a survey to all senior IRM officials requesting information on the toll-free "800" service they provide to the public. At this time, 60% of the agencies have responded to the survey. The Office of FTS2000 is entering the information received into a data base and is contacting the agencies that have not yet responded to the survey.

Actions Required:

Due Date

Ongoing
1. Incorporate new individual agency 800 - numbers into the Federal Information Center (FIC) database.

2. National 800-number service becomes operational.

   - FIC provides nationwide service contingent upon the availability of funding for expansion to nationwide service.

   - All agencies offer 800 service to customers

4/95
3. A single, toll-free "800" number will be phased in.

4. First evaluation of program effectiveness is undertaken.

IT03.03   Implement an integrated one-stop government services kiosk.

GITSWG Champion: Bob Woods
Office of Primary Responsibility: USPS
OPR Support Team(s):GSA/Treasury/SSA/VA/USDA
Related NPR Projects: ICS01, SUP02, ORG05

GOVERNMENT INFORMATION TECHNOLOGY SERVICES (GITS)
WORKING GROUP ACTION PLAN

<u>*IT03*</u>   <u>Develop Integrated Electornic Access to Government Information and Services</u> *(cont'd)*

Progress/Accomplishments:

1. Government services kiosk prototype have been in limited use since 9/28/93.

2. The One-Stop Government Services Kiosk Committee held its first meeting on 5/16/94. The Committee established three subcommittees to begin work on three areas: Applications; Technology; and Business Case.

3. The GITS/CSIT Interagency kiosk committee completed its report on government-wide electronic service delivery and distributed it for review by government on 11/22/94.

4. Industry proposals are due to the USPS to develop and market test an Integrated electronic government service delivery kiosk system on 1/23/95.

5. The Postal Service is meeting with key representatives from the Library Community on 1/13/95 to plan government/library cooperation in disseminating electronic information and services to the public.

Actions Required:

Due Date

2/95
1. A final report on government-wide electronic service delivery will be published.

2/95
2. A "Service to the Citizen" summit/conference is scheduled in Denver, CO to broaden government-wide awareness and participation in using IT to improve customer service.

4/95
3. Contract award is anticipated by the USPS to develop and market test an integrated electronic government service delivery kiosk system.

IT03.04   **Implement an integrated government wide one-stop electronic bulletin board system.**

GITSWG Champion: Bob Woods
Office of Primary Responsibility: Commerce/NTIS
OPR Support Team(s): CSIT, Resource Sharing Panel (FIRMPoC/IIITG)
Related NPR Projects: ICS01, SUP02, ORG05

Progress/Accomplishments:

1. A strategic plan for expanding FEDWORLD into an electronic marketplace for Government information was completed on January 12, 1994 to keep pace with the rapid evolution of FEDWORLD into a self-supporting venture. The underlying principle of FEDWORLD is that access to the marketplace will be at no charge to the user, and that it will be accessible to the broadest possible range of users without regard to the technology being used. As of April 3, 1994 FEDWORLD is host to the Commerce Information Locator System, the

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<u>*IT03*</u>   <u>Develop Integrated Electornic Access to Government Information and Services</u> *(cont'd)*

Actions Required:

Due Date

3/95   1.   Next generation technology upgrade is scheduled along with X.25 long
                distance telecommunications at very low bulk rates for private dialup users.

4/95 or   2.   A "Virtual conference" to solicit input on desired online services from
5/95   Government is being planned jointly with OMB.

IT03.05   Work with private industry to advance the implementation of technologies that provide citizen access to government information and services.

GITSWG Champion: Bob Woods
Office of Primary Responsibility: National Communications System
OPR Support Team(s):
Related NPR Projects: ICS01, SUP02, ORG05

Progress/Accomplishments:

1.   Working Group Action Plan has been developed for encouraging private
     investment in technologies that enhances public access to the government.

2.   Survey of major Government Services Agencies IT requirements conducted
     and Electronic Service Delivery Requirements identified and defined.

3.   Informal coordination with IT industry representatives is occurring on a
     regular basis.

Actions Required:

Due Date

11/95   1.   Plan implementation begun.

IT03.06   Mobilize and coordinate the activities and resources of "affinity groups" supporting the development of integrated electronic access to government information and services.

GITSWG Champion: Diane Fountaine
Office of Primary Responsibility: GITS
OPR Support Team(s):
Related NPR Projects:

Progress/Accomplishments:

Draft standard procedures have been prepared to identify and track affinity
groups.

IT03   Develop Integrated Electornic Access to Government Information and Services *(cont'd)*

Actions Required:

Due Date:

Ongoing   1. For each of the IT recommendations concerned with development of
              interoperable infrastructure supporting integrated electronic access to
              government information and services, identify all affinity groups that will
              have significant impact and/or influence upon their development.

Ongoing   2. Identify shared areas of concern that link the affinity groups in
              relationship to the integrated service delivery models and engage them in a
              coordinated effort to develop requirements and standards (including profiles
              and implementation agreements) and the infrastructure to support
              interoperability.

IT04   Establish a National Law Enforcement/Public Safety Network

Overall Champion: Jim Flyzik

IT04.01   Formalize the Law Enforcement Wireless Users Group. *(Task Completed)*

GITSWG Champion: Jim Flyzik
Office of Primary Responsibility: FLEWUG
OPR Support Team(s): OMNCS
Related NPR Projects: ORG05, TRE01

Progress/Accomplishments:

1. On April 20, 1994, Secretary Bentsen and Attorney General Reno signed an agreement establishing the Federal Law Enforcement Wireless Users Group (FLEWUG). This group is responsible for the development of a nationwide wireless telecommunications network for use by Federal, state, and local law enforcement officials.

2. FLEWUG is actively working with Stakeholders-Association of Pubic Safety Communications Officials (APCO) and International Association of Chiefs of Police.

IT04.02   Establish a National Law Enforcement/Public Safety wireless network for use by federal, state, and local governments.

GITSWG Champion: Jim Flyzik
Office of Primary Responsibility: FLEWUG
OPR Support Team(s):
Related NPR Projects: ORG05, TRE01

Progress/Accomplishments:

1. On April 20, 1994, Secretary Bentsen and Attorney General Reno signed an agreement establishing the Federal Law Enforcement Wireless Users Group. This group is responsible for the development of a nationwide wireless telecommunications network for use by Federal, state, and local law enforcement officials.

2. In March 1994, Treasury officially submitted a proposal requesting funding to implement IT04.02 that will be accomplished through the Omnibus Anticrime bill.

3. U.S. Customs Service announced plans to consolidate its radio communications centers at a single facility in Orlando, Florida. The proposed site is a Naval Training Center scheduled for closing in the late 1990's.

IT04 <u>Establish a National Law Enforcement/Public Safety Network</u> *(cont'd)*

4. U.S. Customs and the Immigration and Naturalization Service have signed a Memorandum of Understanding to promote coordination and sharing of facilities. Chicago has been identified as a potential first site; other possibilities are being investigated.

5. U.S. Customs Service, the Drug Enforcement Administration, the State of Hawaii, and local law enforcement officials have established a common communications system between the Hawaiian islands which serves all affected agencies.

6. A joint meeting was held in May 1994 with Technology Policy Working Group (TPWG) to discuss ways to coordinate the work of GITS and TPWG, in particular on how TPWG might assist on the technical issues related to the implementation of the National Law Enforcement Public Safety Network.

7. An Information Security Committee was established to work with the National Security Agency to review security concerns that impact on the next generation of narrowband digital land mobile radio standards.

8. A management plan is in development; investigation is underway for sites to conduct proof-of-concept pilot tests.

Actions Required:
Due Date

1. The FLEWUG will have developed a strategy to:
    a. define cost and benefits of National Law Enforcement/Public Safety Network,

    b. develop budget strategies, and

    c. ten year implementation plan.

IT05   Provide Intergovernmental Tax Filing, Reporting, and Payments Processing

Overall Champion: Jim Flyzik

IT05.01   Integrate government financial filings, reporting, and payments processing.

GITSWG Champion: Jim Flyzik
Office of Primary Responsibility: Treasury/IRS
OPR Support Team(s):
Related NPR Projects: TRE04, TRE05, TRE09

Progress/Accomplishments:
1. NPR IT Report released May 1994. An empowerment letter was sent from OMB to Treasury on September 20, 1994.

2. An implementation plan has been drafted.

3. Treasury formed a task force including state and local government representatives that has developed ten pilot projects designed to test models for implementing integrated financial filings

Actions Required:
Due Date
1/97   1. Department of Treasury should begin implementing integrated financial filings reporting and payments processing.

1/97   2. Treasury should form a task force that is responsible for developing a uniform wage ode that would enable the use of electronic data interchange.

IT05.02   Determine ways to eliminate the need of filing routine income tax returns.

GITSWG Champion: Jim Flyzik
Office of Primary Responsibility: Treasury/IRS
OPR Support Team(s): SSA, DOL, OMB, SBA, state and local governments, and private associations
Related NPR Projects: TRE04, TRE05, TRE09

Progress/Accomplishments:
1. A feasibility study was completed on Wage Reporting Simplification.

2. A twelve state W-2 demonstration project began in January 1994, with the goal of eliminating duplicative burdensome paper reporting requirements.

3. The Harmonized Wage Code Work Group began work in May 1994. The Simplified Tax and Wage Reporting System (STAWRS) proposal work group began work in

IT05 Provide Intergovernmental Tax Filing, Reporting, and Payments Processing (cont'd)

June 1994. Stakeholders include taxing authorities and representatives from states, the business community and major federal agencies (IRS, SSA, DOL) and other major wage and tax organizations, including the Federation of Tax Administrators (FTA) and the Interstate Conference of Employment Security Agencies (ICESA).

4. An empowerment letter from OMB to Treasury was issued in September 1994. An implementation plan has been drafted.

5. A STAWRS Pilot Office has been established; a timeline for pilots is in development.

6. A working group meeting was held with major stakeholders in September 1994. The next meeting is scheduled for February 1995.

Actions Required:

Due Date

1/98   1. Department of Treasury to eliminate or reduce the need for filing routine income tax returns.

IT06	Establish an International Trade Data System

IT06.01 Develop and implement a U.S. Government International Trade Data System.

GITSWG Champion: Alan Proctor
Office of Primary Responsibility: Customs
OPR Support Team(s):
Related NPR Projects: TRE10

Progress/Accomplishments:

1. An implementation plan has been drafted.

2. OMB Administrator for Office of Information and Regulatory Affairs has received the Customs Service's letter accepting the lead responsibility in implementing the recommendations. Customs will assist in supporting two interrelated lines of work:

   a. form and support an interagency task force to define and oversee implementation of an environment that facilitates efficient collection of international trade data and related information, effective sharing of this information across government organizations, and efficient public and private sector access to appropriate information; and

   b. coordinate with the interagency task force the development and prototyping by Customs of a new trade data system that supports timely and effective government oversight of trade, cuts government and private sector costs, improves the quality of information collection associated with international trade transactions, and improves appropriate government and private sector access to relevant information.

Actions Required:

Due Date

1. Obtain funding for and initiate effort to: (a) identify agencies/organizations involved; (b) obtain contacts for agencies and organizations; and (c) interview contacts to determine processes and data used by agencies/ organizations.

2. Formulate and get approval of a vision for future environment.

3. Publish concept document for public comment.

4. Identify and resolve statutory/regulatory issues.

Prototype/System Development Plan

5. Design prototype

3/95   6. Conduct import/export laboratory demonstration.

IT06 <u>Establish an International Trade Data System</u> *(cont'd)*

4/95	7.	Evaluate laboratory demonstration.
7/95	8.	Conduct and evaluate operational field import/export prototype
7/95	9.	Develop system design blueprint.
10/95	10.	Develop plan and analysis.
10/95	11.	Conduct laboratory demonstration of new system.

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IT07   Create a National Environmental Data Index

IT07.01   Organize the implementation of a National Environmental Data Index.

GITSWG Champion: Jim Biesecker
Office of Primary Responsibility: Commerce/NOAA
OPR Support Team(s):USDA, NSF, NASA, DOD, NSTC/CENR, FGDC,
                    DOI, DOE, EPA
Related NPR Projects: None

Progress/Accomplishments:
1.   Identified agencies with relevant data.

2.   Initiated discussions with agencies holding environmental data through the Committee for Environmental and Natural Resources (CENR).

3.   Identified efforts which will support this work, or which this work will support to avoid duplication.

4.   Initiated work on functional requirements definition.

5.   Commenced a survey of candidate search methods.

6.   Completed draft National Environmental Data Index report and submitted it to CENR for review during a briefing in January 1995.

Actions Required:
Due Date
3/95   1.   The final implementation plan is approved.

3/95   2.   All agencies involved in the development of the Index will have provided NOAA with information about sample, relevant environmental data sources.

9/95   3.   Interagency prototype is up and running.

IT08	Plan, Demonstrate, and Provide Governmentwide Electronic Mail

IT08.01 **Improve electronic mail and messaging among agencies.**

GITSWG Champion: Neil Stillman
Office of Primary Responsibility: OMB E-mail Task Force
OPR Support Team(s): IIITG
Related NPR Projects: None

Progress/Accomplishments:

1. A Request For Information (RFI) was published in the Commerce Business Daily on November 9, 1993 and an information packet was issued to interested industry parties on December 3, 1993. Responses were received from 23 companies as of closing date of February 14, 1994.

2. An E-mail survey has been distributed to all government agencies and departments to assess the current degree of E-mail connectivity. Initial results for the first quarter of 1994 were published in the E-mail Task Force Report. A secondary survey was completed in September 1994. Updates will be published semiannually providing a comparative view of improved government E-mail connectivity.

3. The E-mail Task Force completed its work and delivered a Final Report to the Office of Management and Budget on April 1, 1994. The report contains nine recommendations to further the implementation of governmentwide E-mail.

4. The Electronic Messaging Program Management Office has been created at GSA to provide central support for interagency E-mail. An interagency subcommittee of GITS, the GITS E-Mail Steering Subcommittee (GEMSS), will oversee their work. OMB, working with GITS and GSA, is planning to issuean OMB Bulletin to effect other recommendations of the E-mail task force.

Actions Required:

Due Date

1. Issue a two year program plan, including financial and technical resource requirements to implement a common government e-mail infrastructure and to assist agencies improve their capabilities for electronic mail.

2. Develop formal ties with the High Performance Computing and Communications Initiative to coordinate proposals for improving mail interoperability between X.400 and SMTP/MIME communities of interest.

3. The Electronic Messaging Program Management Office will support cross cutting initiatives of benefit to multiple agencies.

IT08 Plan, Demonstrate, and Provide Governmentwide Electronic Mail *(cont'd)*

IT08.02   Issue a governmentwide E-Mail records management policy.

GITSWG Champion: Neil Stillman
Office of Primary Responsibility: NARA
OPR Support Team(s): OMB
Related NPR Projects: None

Progress/Accomplishments:

The National Archives and Records Administration has issued a Notice of Proposed Rulemaking on standards for management of Federal records created or received on electronic mail (E-mail) systems. Comment period closed on June 22, 1994.

Actions Required:

Due Date

1.   The National Archives and Records Administration in consultation with OMB and agencies will issue a governmentwide E-Mail records management policy

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IT09   Establish an Information Infrastructure

Overall Champion: Jim Flyzik

> ***IT09.01*** **Develop government's services information infrastructure (gsii) to effectively use government information resources and support electronic government applications.**
>
> GITSWG Champion: John Cavallini
> Office of Primary Responsibility: GITS sub-group
> OPR Support Team(s): NSTC, IMC, FIRMPoC, IITF
> Related NPR Projects: DOI03, HRM07, DOT13, DOT14
>
> ***Progress/Accomplishments:***
>
> 1. The FTS2000 Interagency Management Council (IMC) has established a subcommittee to determine what telecommunications services should be provided following expiration of the FTS2000 contracts. The GITS Chair is a participant on the IMC and subcommittee to ensure coordinated action.
>
> 2. GITS held a meeting with DOD and GSA principals to discuss ways in which to satisfy mutual requirements through a unified gsii.
>
> 3. In May 1994, GITS held a joint meeting with the IITF/Committee on Applications and Technology (CAT) Technology Policy Working Group (TPWG) to assess the status of the TPWG development of an NII technology roadmap.
>
> 4. The first draft of the gsii Plan outline was presented at the June 1994 GITS meeting. The goal of this outline is to include the relevant and important topics for realization of an effective gsii, to encourage discussion and input from interested and important communities, and to evolve from the current Government implementations to a highly capable gsii. A subsequent meeting to review the draft was held on June 21, 1994.
>
> 5. A new methodology for a evolving and widely accessible gsii plan was developed by GITS members which:
>
>   a. is available over the Internet using the World Wide Web (WWW) Mosaic tools -Home Page or URL can be accessed through **HTTP://WWW.ER.DOE.GOV/PRODUCTION/OSC;**
>
>   b. include summary and WWW access to important, key reports from various interagency committees and groups which provide guidance and recommendations for the evolving gsii; and

IT09 Establish an Information Infrastructure *(cont'd)*

    c. allows for broad input to and discussion about the Plan to assure community involvement, agreement, and use of the Plan, which leads toward the evolution of a useful and consistent implementation of a gsii.

The Mosaic gsii implementation was made available to the GITS membership in September 1994, and was more broadly available on the Internet in February 1995.

Actions Required:

Due Date

Ongoing   1.   GITS, on a continuous basis, will coordinate its development of a strategic vision and policy direction with that of the Information Infrastructure Task Force (IITF).

5/95   2.   The TPWG, in conjunction with the National Academy of Sciences, will hold an NII deployment symposium on May 23-24, 1995.

7/95   3.   The NII technology roadmap will be developed with broad community involvement. GITS and Technology Policy Working Group (TPWG) agreed to proceed on separate tracks. GITS would develop a gsii Plan which will evolve to incorporate the TPWG roadmap when it is available.

IT09.02   Consolidate and modernize government data processing centers.

GITSWG Champion: Neil Stillman
Office of Primary Responsibility: OMB
OPR Support Team(s): Council of Federal Data Center Directors
Related NPR Projects: DOI03, HRM07, DOT13, DOT14

Progress/Accomplishments:

1.   The Council of Federal Data Center Directors has formed a Federal Data Center Consolidation Committee (FDCCC) chaired by John Ortega of GSA, consisting of thirteen federal data center directors or their representatives. The initial meeting of the Committee was held in April 1994 with bi-monthly meetings thereafter.

2.   The FDCCC formed three subcommittees to facilitate its work:
    a. Inventory Subcommittee which will inventory existing facilities and identify those which are likely candidates for consolidation,

    b. Economics Subcommittee which will address issues such as metrics of size and efficiency, savings from consolidations, costs of consolidating, the role of outsourcing, and management and financing methods, and

    c. Challenges Subcommittee which will address issues such as human factors, telecommunications, chargeback, security, distributed architectures, and disaster recovery

IT09 Establish an Information Infrastructure (cont'd)

3. The FDCCC conducted a survey through OMB to gather information about past agency successes in data center consolidation and modernization, current agency initiatives, and to establish an inventory of existing agency data centers.

4. A Request For Information was issued to solicit vendor presentations on successful consolidation and modernization of data centers, either internal to the company or by the company under contract to another organization. As a result, meetings with vendors were held to share their experiences.

Actions Required:
Due Date

1. The FDCCC "Vision 2000" for the Data Center of the Future as well as an analysis of the economics, challenges, and alternatives for consolidation/modernization will be released shortly. It will include a recommended a strategy for governmentwide implementation.

IT09.03 Reengineer basic systems for improved delivery of government services.

GITSWG Champion: Neil Stillman
Office of Primary Responsibility: OMB
OPR Support Team(s): NAPA, GAO, Interagency Basic Systems (Affinity) Groups
Related NPR Projects: DOI03, HRM07, DOT13, DOT14

Progress/Accomplishments:

1. An action plan for improved delivery of services is being developed.

Actions Required:
Due Date
Ongoing

1. A survey of Agency administrative systems and development of a methodology for coordinated action is planned.

2. The "affinity" groups in government that oversee basic functions and services are being identified. Meetings will be held separately with each group to promote, facilitate, and coordinate reengineering efforts.

IT09.04 Consolidate and integrate federal government private networks.

GITSWG Champion: John Okay
Office of Primary Responsibility: Integrated Services Panel
OPR Support Team(s): GSA-FTS2000, GSA-IRMS, FIRMPoC, INC
Related NPR Projects: DOI03, HRM07, DOT13, DOT14

IT09   Establish an Information Infrastructure *(cont'd)*

Progress/Accomplishments:

1. The Integrated Services Panel, an interagency group sponsored by FIRMPoC, has begun work to identify alternative approaches for private network consolidation. The Panel presented their work plan at the July GITS meeting.

2. An empowerment letter issued August 23, 1994 to Chairman, Integrated Services Panel (ISP), requesting the ISP to take the lead and asking support for the ISP from GSA FTS2000 and Local Services.

3. ISP received the FTS2000 circuit database from FTS2000 and has enlisted assistance from USDA Ft. Collins Computer Center for circuit billing data which will be used to verify the FTS circuit data and narrow down candidate cities and buildings within cities that would be potential candidates for service aggregation at the local level.

4. ISP enlisted the cooperation of the GSA local services reinvention laboratory in Kansas City, MO, to lead the initial pilot activity for local service aggregation. A pilot stage is necessary to resolve potential problems in billing and circuit engineering, to clarify local support issues and roles, and to provide proof of concept for agencies which will provide an incentive for further participation. Candidate agencies for the Kansas City pilot were identified by the ISP meeting on December 6, 1994, and pilot activity began in December.

5. IMC's Acquisition Working Group (AWG), with input from ISP, has prepared a detailed survey questionnaire to be sent to Agencies to gather detailed private (non-FTS2000) network information. The survey was released by the end of 1994. The consolidation efforts will await the results of the AWG survey.

Actions Required:

Due Date

5/95   1.   Deliver the list of agency private networks.

IT09.05   Establish Wireless Review Office to review and promote integration of wireless services / procurements.

GITSWG Champion: Bob Woods
Office of Primary Responsibility: Joint GITS / FTS2000 . DOD Wireless Office
OPR Support Teams: Treasury, GSA-FTS2000, DOD (DITCO), FWPC, IMC, FLEWUG, Justice, NCS
Related NPR Projects: IT04, IT09.01

Progress/Accomplishments:

1. In December 1994, the Federal Wireless Policy Committee (FWPC) requested GITS to champion the single wireless procurement for the entire

GOVERNMENT INFORMATION TECHNOLOGY SERVICES (GITS)
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IT09 Establish an Information Infrastructure (cont'd)

government. An action plan, with milestones, products and resource requirements, has been completed for the acquisition.

2. Briefed IMC in December 1994 on project and requested use of IMC innovation funding.

Actions Required:

Due Date		
TBD	1.	Issue draft cellular RFP for industry / agencies comments targeted for early 1995.
TBD	2.	Issue final RFP targeted for middle 1995.
TBD	3.	Issue contract targeted for late 1995/early 1996.
12/95 thru 1/04	4.	In cooperation with FLEWUG and FWPC, perform limited pilot wireless evaluation and test new technologies and applications with industry and agencies.
1/96 thru 1/04	5.	Oversee implementation and technology issues of contract.
12/97	6.	Working with FWPC and FLEWUG, review all of wireless activities/operations within the United States Government, on a continuing basis, with view toward optimization of developing technology. Track development at State and Local levels and work with industry and users groups (such as APCO).
12/97	7.	Complete evaluation of procurement efforts, to be administered by DITCO, and finalize the transition plan to a Post-FTS2000 environment for wireless.

IT10   Develop Systems and Mechanisms to Ensure Privacy and Security

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Overall Champion: Roger Cooper

IT10.01   Establish a Privacy Organization.

GITSWG Champion: Bruce McConnell
Office of Primary Responsibility: Privacy Working Group of the IITF
OPR Support Team(s):
Related NPR Projects: None

Progress/Accomplishments:

These recommendations are being carried out by the Privacy Working Group
(PWG) of the IITF. This group has been gathering data on privacy issues relating
to the development of the National Information Infrastructure (NII). The group
held two public meetings, one on each coast, bringing together stakeholders to
share ideas and explore differences of opinion. The group is also analyzing
options for where a Federal Privacy Organization could be located and what its
functions might be.

The PWG is preparing a policy paper to analyze options of what the structure and
functions of a federal privacy organization should be.

Actions Required:

Due Date

5/95   1.   The IITF should develop a recommended approach. for the creation of privacy
organization.

IT10.02   Establish uniform privacy protection practices and generally acceptable implementation methods for these practices.

GITSWG Champion: Bruce McConnell
Office of Primary Responsibility: Privacy Working Group of the IITF
OPR Support Team(s): NIST, NSA
Related NPR Projects: None

Progress/Accomplishments:

1.   These recommendations are being carried out by the Privacy Working Group of
the IITF. This group has been gathering data on privacy issues relating to the
development of the National Information Infrastructure. The group held two
public meetings, one on the
each coast, bringing together stakeholders to share ideas and explore differences
of opinion.

IT10 Develop Systems and Mechanisms to Ensure Privacy and Security *(cont'd)*

2. The draft principles were approved for circulation by the IITF, presented at the US Advisory Council on National Information Infrastructure on April 25, 1994, and published in the Federal Register for public comments on May 25, 1994.

3. A draft of the uniform privacy protection practices and implementation methods was released for comment in May 1994 by the Privacy Working Group. Comments received were mixed. As a result, the PWG is currently rewriting the paper.

Actions Required:
Due Date
3/95   1. A revised draft of the uniform privacy protection practices and implementation methods incorporating comments from the May 1994 notice will be published in the Federal Register for additional comment.

IT10.03   Develop standard encryption capabilities and digital signatures for sensitive, unclassified data.

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: NIST
OPR Support Team(s): OMB, NSA, DOJ/FBI, Treasury, DOC,
                    State, NSC, OSTP
Related NPR Projects: None

Progress/Accomplishments:
1. **Signature Standard**. Technical work on the DSS has been completed and a prolonged patent dispute was overcome in February, 1995 when the Government terminated cross licensing strategy, and now seeks to issue a standard that will be available world-wide on a royalty free, license free basis.

    - Secure Hash Standard was signed by the Secretary of Commerce (FIPS 180), May 1993.

    - Digital Signature Standard was signed by Secretary of Commerce (FIPS 186), May 1994.

2. **Encryption Standards**: The Secretary of Commerce has approved two encryption standards. The Data Encryption Standard (FIPS 46), was revalidated for another five year period on December 3, 1993. The Key Escrow Encryption Standard (FIPS 185) was approved by the Secretary on February 4, 1994. This standard is focused on assuring government access to encrypted telephonic communications, under properly authorized legal authority.

IT10 Develop Systems and Mechanisms to Ensure Privacy and Security *(cont'd)*

    3.   **Public Key Infrastructure.** NIST, in collaboration with six other agencies, has sponsored a study by the MITRE corporation of the infrastructure needed to support the use of a public key based digital signature technique. The study was completed on April 1, 1994.

        - NIST published the MITRE Public Key Infrastructure Study Report - April 1994

        - NIST published the Baum Report - Federal Certification Authority Liability and Policy - May 1994

    4.   GITS and the NII Security Issues Forum directed that GSA establish a Security Infrastructure Program Management Office (SI-PMO) to provide program oversight and be responsible for designing and implementing the range of information security applications required to support a digital signature infrastructure. GSA has established the SI-PMO, which will be jointly chaired by DoD and GSA.

       NIST, in collaboration with a group sponsoring federal agencies, formed a PKI Steering Committee to undertake a digital signature infrastructure for the Federal Government. This Steering Committee will provide technical guidance to the SI-PMO.

       GITS and NII Security Issues Forum will provide policy guidance, program oversight, and general guidance to the SI-PMO.

       In November 1994, the Information Management Council (IMC) approved the GITS recommendation to provide seed money for the establishment of the SI-PMO. The IMC is permitting $1.15 million for this effort.

       Using this $1.15 million provided by the IMC Innovation Fund, the SI-PMO will utilize $475,000 for program management and $675.000 for the integration, implementation, and demonstration of a multi-agency public key infrastructure.

       The demonstration will utilize a variety of products. The pilot will identify, at a minimum, four disparate Certification Authorities (four separate federal agencies). Each Certification Authority (CA) will generate a minimum of 25 digital signatures within his/her authority. By the end of fiscal year 1995, each CA will demonstrate interoperability with each other CA by transmitting a digitally signed message to be authenticated and read by a user in another CA's domain.

    Actions Required:

Due Date

4/95   1.   Develop a project work plan which will detail as one of its first priorities public key pilots involving multiple agencies.

IT10 Develop Systems and Mechanisms to Ensure Privacy and Security *(cont'd)*

4Q/95   2.   Demonstrate a pilot consisting of four separate federal agencies, each with, at a minimum, 25 certificates..

IT10 Develop Systems and Mechanisms to Ensure Privacy and Security *(cont'd)*

IT10.04 Develop generally accepted principles and practices for information security.

GITSWG Champion: Bruce McConnell
Office of Primary Responsibility: NIST
OPR Support Team(s): OMB, NSA
Related NPR Projects: None

Progress/Accomplishments:

1. The National Institute for Science and Technology (NIST) has begun working with the GSSP Committee under the auspices of the Information Systems Security Association to develop a set of information security principles.

Actions Required:

Due Date
6/95
1. NIST expect to release a draft of pervasive principles based on the OECD principles.

IT10.05 Develop a national crisis response clearinghouse.

GITSWG Champion: Roger Cooper
Office of Primary Responsibility: NIST
OPR Support Team(s): OMB, NSA, DISA DOE, ARPA, NCS
Related NPR Projects: None

Progress/Accomplishments:

1. NIST helped establish and support the Forum in Incident Response and Security Tests (FIRST), a group that forms the basis for the national crisis response clearinghouse.

2. NIST maintains governmentwide security bulletin board.

3. NIST has established a World Wide Web (WWW) server as the hub of the Clearinghouse effort. This server permits users to access directly via the Internet or dialup the entire NIST Computer Security Resources Center database, the Forum of Incident Response and Security Teams (FIRST) archives, and a number of other sources of computer security information.

4. NIST is in the process of improving the structure of the server's "Home Page" as well as beginning the conversion of several files to the hypertext markup language (HMTL) format for easier access via Mosaic. Additional upgrades to the Clearinghouse, including better indexing of alerts, security documents, and other files, will be possible with the expected funding from the GITS innovation fund. A more detailed follow-up plan is in preparation.

IT10 Develop Systems and Mechanisms to Ensure Privacy and Security *(cont'd)*

Actions Required:
Due Date

1. NIST, in coordination with OMB and with technical assistance from the National Security Agency, should promulgate better security information to the existing group of agency response teams.

2. Sign Memoranda of Agreement between NIST and the various existing independent, crisis response bodies to facilitate networking and coordination.

IT10.06 Emphasize need for information security in sensitive unclassified systems.

GITSWG Champion: Bruce McConnell
Office of Primary Responsibility: OMB
OPR Support Team(s): NIST, FIRMPoC, NSA
Related NPR Projects: None

Progress/Accomplishments:
1. OMB with the help of NIST has drafted a revision to OMB Circular A-130

Actions Required:
Due Date

3/95   1. OMB Circular A-130 will be sent out for comment

8/95   1. A revised OMB Circular A-130 will be issued that (1) requires agencies to include information security as part of each agency's strategic IT plan, (2) includes computer security issues as a material weakness in the Federal Managers Financial Integrity Act report, (3) requires employees and contractors to complete awareness training, (4) improves planning for contingencies, and (5) establishes and employs formal emergency response capabilities.

IT10.07 Reevaluate security practices related to national security data.

GITSWG Champion: Diane Fountaine
Office of Primary Responsibility: DoD (C3I/ISS)
OPR Support Team(s): National Manager, National Telecommunications and
                    Information Systems Security
Related NPR Projects: None

Progress/Accomplishments:
1. The National Manager is conducting preliminary assessment of impact of JSC recommendations and security related Presidential guidance on existing and future National Security Telecommunications and Information Systems Security Committee (NSTISSC) policies.

IT10 Develop Systems and Mechanisms to Ensure Privacy and Security *(cont'd)*

2.   The National Manager is preparing a preliminary analysis of the security technologies required to support national security community electronic networking needs (NPR/NII) and related policy implications.

3.   The National Manager (NSA) completed an analysis of the following documents and the resulting efforts:
     - Joint Security Commission (JSC) recommendations
     - Re-draft of Executive Order (EO) 12356 (National Security Information)
     - PDD/NSC-29 (Security Policy Coordination)
     - PRD-27 (National Encryption Policy)

     Following that, extant policies governing systems security, particularly network security, were reviewed. Finally, standing practices and procedures across the NSI (NSTISSC) community were compiled and examined.

Actions Required:
Due Date

1.   Finalize policy and technology assessments based on latest Joint Security Commission (JSC) positions and Presidential guidance.

3/95   2.   Develop strategy action plan to change/promulgate policy and support technology development based on assessment findings.

IT10.08   Foster the industry-government partnership for improving services and security in public telecommunications.

GITSWG Champion: Diane Fountaine
Office of Primary Responsibility: Office of the Manager, National Communications
Support Team(s): OMNCS/National Security Telecommunications Advisory Committee
          (NSTAC)
Related NPR Projects: None

Progress/Accomplishments:

1.   Participated in industry standards bodies and contributed to developing security for Universal Personal Telecommunications and Personnel Communications Systems to ensure that NSEP capabilities are included.

2.   Have drafted proposed amendments to current telecommunications legislation to improve public switched network (PSN) security and to ensure NSEP requirements are met in a deregulated environment.

3.   The OMNS, NSTAC, and OSTP sponsored a NII Symposium to provide a forum for senior government personnel and leaders of industry to discuss key national security issues related to the NII. The Symposium was held at the Naval War College, New Port, Rhode Island, October 17-19, 1994. Principle NII issues were defined and prioritized at the symposium.

IT10 **Develop Systems and Mechanisms to Ensure Privacy and Security** *(cont'd)*

4. Have completed a security vulnerability assessment of the public switched network (PSN), and issued a report on lessons learned, vulnerability incidents and research on telecommunications threats.

5. The NSTAC and Government Network Security Information Exchange forums meet six times a year to exchange information on network security issues which may cross proprietary bounds of competing companies or classified reports from government organizations.

6. Co-sponsored a Federal Wireless Users Forum (FWUF) Workshop with the National Institute for Standards and Technology in June 1994 for industry and government representatives concerned with network security and NSEP requirements on wireless systems.

7. Published a Network Analysis Report, dated June 30, 1994, on a Regional Network Congestion Model for Northern California. The object of the report was to analyze the effects of earthquake damage on the PSN.

8. The NSTAC Industry Executive Subcommittee presented a white paper on NSTAC concerns and security issues at the July 15 IITF Security Issues Forum Public Meeting.

9. Both NSTAC and NCS have forwarded to the White House proposed amendments to current telecommunications legislation to improve security on the Public Switched Networks (PSN).

   OMNCS, NSTAC, and OSTP sponsored a NII Symposium to provide a forum for senior government personnel and leaders of industry to discuss key national security issues related to the NII.

   The OMNCS, on behalf of the joint Government/NSTAC Network Security Information Exchange (NSIE) forums, contracted SRI, International to study the motives and potential PSN targets of computer intruders. The OMNCS distributed the report, dated March 1994, which documents the results of SRI's efforts to identify and interview the "top hackers" in the U.S.

   The NSTAC and Government NSIEs sponsored a two-day Network Security Symposium in February 1994 attended by 250 participants. In June, they conducted a one-day Firewalls Workshop attended by 200 information systems security managers, technicians, operators, etc. from government and industry. Other network security information forums are planned.

   The National Security and Emergency Preparedness (NS/EP) Subgroup under the IITF Reliability and Vulnerability Working Group, in cooperation with the NSTAC NII Task Force, has developed and defined a set of NS/EP features and capabilities that are required on the NII.

IT10 **Develop Systems and Mechanisms to Ensure Privacy and Security** *(cont'd)*

In order to obtain industry views on a cellular priority scheme for NS/EP, the OMNCS published a Cellular Access Implementation Plan, dated September 27, 1994, which describes the OMNCS objectives and approaches to ensure a uniform, nationwide cellular priority access for NS/EP users.

Government Emergency Telecommunications Service (GETS) Demo-94 was conducted in October 25-27, 1994 at the GTE facility in Chantilly, VA, at the AT&T National Disaster Recovery Site at Dranesville, VA, and interfacing with National Guard units from Maryland and Missouri (Jefferson Barracks). The demonstration showed how the combined assets of AT&T, MCI, Sprint, and Local Exchange Carriers can interface with FTS, DSN, international carriers, and other experimental technologies, to provide disaster recovery and emergency services from the 23 member agencies of the National Communications System.

Actions Required:

Due Date

Ongoing
1. Continue to monitor the OMNCS/NSTAC process for products and programs that enhance telecommunications services and security.

2. Create a "virtual library" or list of documents on national security and emergency preparedness (NSEP) and a wide range of public telecommunications technical and policy issues.

IT10.09 **Implement the National Industry Security Program.**

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: ISOO
OPR Support Team(s):
Related NPR Projects: None

Progress/Accomplishments:
1. Established an NISP Policy Advisory Committee. Meetings were held in 9/93, 2/94, 6/94, and 10/94.

2. Developed a standardized governmentwide background investigation form and process, including: (a) a standardized policy on reciprocity of investigations and inspections; (b) portability of security clearances across agencies; and (c) development of uniform, standardized training and education requirements for industry and associated curricula and competency evaluation for government industrial security representatives.

3. Prepared a final report which contains the recommendations on a cost collection and tracking mechanism. The report recommends adoption of one of the methods evaluated.

GOVERNMENT INFORMATION TECHNOLOGY SERVICES (GITS)
WORKING GROUP ACTION PLAN

IT10 Develop Systems and Mechanisms to Ensure Privacy and Security *(cont'd)*

4. NISP Operating Manual was signed by the Deputy Secretary of Defense on October 3, 1994. The NISP Supplement for Special Access Programs is in final coordination.

IT10 Develop Systems and Mechanisms to Ensure Privacy and Security *(cont'd)*

Actions Required:

Due Date

1. Develop a cost collection and tracking mechanism.

2. Implement and enforce NISP standards.

IT10.10 Develop a comprehensive Internet security plan.

GITSWG Champion: John Cavallini
Office of Primary Responsibility: Federal Networking Council
OPR Support Team(s): NIST
Related NPR Projects: None

Progress/Accomplishments:

1. The GITS Champion met with the Federal Networking Council's (FNC) Security Working Group and reached agreement on the following:

   - a comprehensive Internet security plan was needed;

   - initial drafting of the plan would involve DOE, NASA, ARPA, NIST, NSA and at least one other federal agency representative;

   - the steps required to coordinate and issue such a plan; and

   - the basic ingredients and framework of the plan, especially that it build upon current security R&D activities, that it properly represent the evolving nature of Internet technology, and that it be responsive to government customer and other private sector needs.

2. In cooperation with NIST, work has begun to develop a proposal to address the Internet "firewall" protection issues. Areas to be addressed are: alert/advisory capabilities, incident handling, vulnerability testing, training/skill development, guidance and standards, and certification standards.

3. The Federal Networking Council (FNC) Security Working Group (SWG) has been meeting for a number of months to come up with an Internet security umbrella plan. They have now prepared a draft information Request for Comments (RFC), which is intended to be openly discussed in the Internet community and moderated by the FNC SWG. It is also the intention to extend the discussion beyond the Internet community so that other concerned communities have the opportunity to make their views known. The FNC Advisory Committee (AC) supports this direction. The draft RFC was briefed to the Internet Engineering Task Force the week of December 5, 1994.

4. In November 1994, the Information Management Council (IMC) approved

IT10   Develop Systems and Mechanisms to Ensure Privacy and Security (cont'd)

the GITS recommendation to provide start up funding for the establishment of a mechanism to provide Internet security support to Federal agencies. The IMC is permitting the use of $150,000 for the National Institute of Standards and Technology (NIST) to create a limited capability to provide technical evaluation assistance to Federal agencies to determine the adequacy of the security controls for Internet hosts.

It is understood that once established, each Federal agency not covered under this limited capability will be responsible for providing funding to NIST in support of technical evaluations. NIST will develop a plan for establishing this capability, identify a limited number of Federal agencies needing immediate assistance, and provide a mechanism for providing support. In addition, NIST will be responsible for development a long range plan, including technical evaluation services and cost information, that will provide support for future Internet security needs of Federal agencies.

Actions Required:

Due Date

2/95   1.   The Federal Networking Council and OMB, in consultation with NIST, should develop a draft Federal Internet Umbrella Security Plan for interconnecting the Federal IT community with appropriate state, local, commercial, public and private and foreign government activities. Plan should include means for developing "firewall" protection of agency databases from unauthorized Internet access and for a means to certify the adequacy of the "firewalls " against such invasions.

2/95   2.   An internal review by government, academia and industry of the draft plan will be conducted.

3/95   3.   Issue the draft plan and a Request For Comment seeking a broad comment
plan.

Summer 95   4.   A seminar will be held to help government personnel understand the Internet security issues. Topics will include "Firewalls", mobile computing and related issues.

IT10.11   Coordinate security research and development.

GITSWG Champion: **John Cavallini**
Office of Primary Responsibility: NIST
OPR Support Team(s): NSA, ARPA, DOE, NSF, NASA
Related NPR Projects: None

Progress/Accomplishments:

Initiated the establishment of computer and network security research and development coordination team on June 30, 1994. As a result of a meeting

IT10 Develop Systems and Mechanisms to Ensure Privacy and Security *(cont'd)*

between NIST representatives and the Federal Networking Council (FNC) Security Working Group, the FNC Security Working Group has been tasked with performing *IT10.10 - Develop a comprehensive Internet security plan.* No problems are foreseen in meeting planned milestones.

IT10   Develop Systems and Mechanisms to Ensure Privacy and Security *(cont'd)*

Actions Required:

Due Date

2/95	1.	Hold invitation workshop to assess the completeness of computer security research and development.
4/95	2.	NIST will prepare a plan for long-term coordination of computer security research and development.
12/95	3.	Issue a final plan.

IT11   Improve Methods of Information Technology Acquisition

Overall Champion: Ron Piasecki

IT11.01   Conduct a two-year pilot test of a modernized IT acquisition framework.

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: GSA
OPR Support Team(s):
Related NPR Projects: FM06, PRO08, PROC09, PROC14, SUP04

Progress/Accomplishments:

1. Reviewed proposed agency commodity-type acquisitions to determine their potential for GSA's pilot program, and negotiated with agencies regarding program participation.

2. Identified the following acquisitions as pilot efforts:
    - Department of Labor (DOL) is acquiring local area network (LAN) support and personal computer (PC) systems by employing a unique PC technology update/competitive pricing strategy.

    - The National Aeronautics and Space Administration (NASA) is piloting an acquisition approach designed to dramatically reduce the amount of time, effort and paperwork to process acquisitions between $25,000 and $500,000.

    - Discussions are being held with the Department of the Air Force for their planned Desktop V acquisition.

    - Issued one-year waivers for National Performance Review (NPR) laboratories to DOL, NASA, and NRC.

    - DoD is testing its new policy of conducting single-service, short-term acquisitions to ensure current technology and favorable pricing while reducing the risk of protests.

Actions Required:

Due Date

12/95   1.   The Administrator of GSA should conduct a two-year pilot test of a modernized IT acquisition framework.

2.   Disseminate "lessons learned."

IT11   Improve Methods of Information Technology Acquisition *(cont'd)*

IT11.02   Increase delegation authority to agencies.

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: GSA
OPR Support Team(s): Margaret Truntich (GSA)
Related NPR Projects: FM06, PRO08, PROC09, PROC14, SUP04

Progress/Accomplishments:
1. Drafted FIRMR interim rule increasing delegation of procurement authority thresholds.

2. Obtained support of NPR interagency team to develop a plan to improve IT acquisitions

3. Discussed proposed rule at Congressional hearing.

4. Obtained OMB approval for higher thresholds.

5. Published interim rule in Federal Register October 24, 1994.

Actions Required:
Due Date
1. Obtain and reconcile comments on interim rule.

2. Obtain OMB approval

9/95   3. Publish final rule in Federal Register

IT11.03   Expand use of commercial credit cards.

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: OFPP/PEA
OPR Support Team(s): GSA-IRMS/Credit Card Council
Related NPR Projects: FM06, PRO08, PROC09, PROC14

Progress/Accomplishments:
1. Procurement Executives or Senior Officials from ten major agencies signed a pledge to significantly expand the use of purchase cards with a target of increasing the dollar volume and number of card holders 100 percent by October 1994. These goals were exceeded.

2. The Purchase Card Council continues to identify and eliminate barriers to increase the use of the purchase card. For example the Council has published articles to increase vender awareness and to call vendor attention to the benefits of increased purchase card use.

IT11 Improve Methods of Information Technology Acquisition *(cont'd)*

3. Numerous initiatives are underway to market the purchase card. For example:

   - Making mass mailings to vendors with information on how to sign up.

   - Making presentations to Treasury's Regional Finance Center representatives for them to market the card.

   - Providing an article to the U.S. Chamber of Commerce for publication.

4. GSA is currently designing an Electronic Commerce Ordering and Payment System for the Federal Supply Schedules Program. Once implemented, it may be possible for agencies to place requirements for Schedule items through the system, with purchase orders processed via electronic commerce directly to the vendors, with payments made via credit cards. If feasible, this could dramatically increase the volume of transactions utilizing the credit card by an additional $3.5 to $4.0 billion.

   A similar governmentwide program for an electronic ordering and payment system is getting underway during the first quarter of FY95, with the potential for $52 billion per year being processed through commercial credit cards.

Actions Required:

Due Date
TBD

1. The Federal Acquisition Regulatory Council will amend the Federal Acquisition Regulations to promote and facilitate use of commercial credit cards.

2. The heads of a federal agencies will ensure that managers can make small purchases directly through the International Merchant Purchase Authorization Card (IMPAC).

3. Heads of all agencies operating a government supply source will be directed to start accepting the IMPAC.

4. The Department of Treasury will issue regulations authorizing use of commercial credit cards for cash advances.

5. The Office of Management and Budget will issue a directive to insure that Federal departments and agencies increase use of the IMPAC consistent with the NPR recommendations.

IT11 Improve Methods of Information Technology Acquisition *(cont'd)*

IT11.04 Pilot test innovative approaches under the Multiple Award Schedule program.

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: GSA
OPR Support Team(s):
Related NPR Projects: FM06, PRO08, PROC09, PROC14, SUP04

Progress/Accomplishments:

1. Limits for Multiple Award Schedule (MAS) was raised from $300,000 to $500,000 on 12/15/93.

2. Two pilot tests of automated MAS systems under Group 70B/C MAS were initiated.

3. Federal Supply Service (FSS) and Information Technology Service (ITS) are conducting a pilot test of revised MAS disclosure requirements.

4. New FSS and ITS schedule solicitations were issued as non-mandatory.

5. Developmental work to provide electronic ordering capability is underway.

6. Have modified the price reduction clause under the Group 70 B/C pilot, and reducing the amount of detailed transaction data required by offerors in price negotiations.

7. Emphasized award of contracts containing the unbundling of software products via Right-to-copy resulting in reduced prices.

8. Major refinements to the current system are under contract and are scheduled for completion by October, 1995. These include:

   - Elimination of the "C" file from vendors.
   - Faster key word in context searches for users.

9. ITS and FSS have agreed to work together to present a "single face" to vendors and users.
   - Users will be able to browse and perform price analysis to determine best value, and will be able to enter data indicating desired items and for the creation of purchase orders. The purchase order will be fed to the existing FSS EDI system where appropriate. The X.12 Standard 850 transactions will be created and posted to the vendors. GSA will pay the vendors and bill the agencies.

   - The user can order through the GSA system using a Government credit card.

IT11   Improve Methods of Information Technology Acquisition *(cont'd)*

Actions Required:

Due Date

6/95	1.	Complete improvements to the automated Multiple Award Schedule (MAS), and survey a sample of customers to ensure that planned enhancements will facilitate the ease of use of the automated system.
9/95	2.	User surveys will be developed to determine user needs and user hardware configurations to design maximum functionality into the new systems under development. Periodic surveys for the new system are planned on a scheduled basis to fine tune the system to meet vendor needs.
12/95	4.	Pilot test innovative approaches under the MAS.
12/95	5.	Enhance automated system to incorporate customer suggestions.

IT11.05   Expand electronic commerce.

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: GSA
OPR Support Team(s):
Related NPR Projects: FM06, PRO08, SUP04

Progress/Accomplishments:

1. The President's Management Council (PMC) formed an interagency panel chaired by Dr. Steven Kelman of OFPP to address issues related to Electronic Commerce (EC).

2. GSA and DoD agreed to co-chair the Federal Electronic Commerce Acquisition Team (ECAT) to develop a governmentwide architecture and standardized implementation conventions for Electronic Data Interchange (EDI) in acquisition.

3. ECAT issued a draft report on Streamlining Procurement Through Electronic Commerce, requesting public comment by May 31, 1994, on all parts of the report including the following recommendations:

   - Agencies coordinate and harmonize policies, practices, procedures, and systems to provide a "single face" to the private sector.

   - Pursue EC implementation in two phases: first, a near-term implementation of EC core capability by September 30, 1994, and second, implement EC for all Federal purchases by January 1997.

   - Organize and use resources to conduct acquisition and related financial transactions over a "virtual network" linking buyers and sellers in an electronic marketplace.

IT11   Improve Methods of Information Technology Acquisition *(cont'd)*

- Participate with Office of Federal Procurement Policy (OFPP) and the President's Management Council EC Task Force by developing individual agency plans for implementing EC in acquisition.

- Establish a Federal Electronic Commerce Acquisition Program Management Office (EC-APMO) to facilitate, coordinate, monitor, and provide assistance to agencies in implementing their near-term and complete EC purchasing programs.

4. ECAT issued a draft report on Federal Implementation Guidelines for Electronic Data Interchange (EDI), requesting public comment by June 30, 1994, on all parts of the report including the following:

   - Request for Quotations, Quotation, Order, Invoice, Remittance Advice, Trading Partner Registration, and Functional Acknowledgment.

5. GSA has agreed to sponsor the EC-APMO.

6. EC-APMO issued the final report on Streamlining Procurement Through Electronic Commerce with no substantial changes.

7. EC-APMO issued the final report on Federal Implementation for EDI with no substantial changes.

Actions Required:
Due Date

1. Develop and approve the charter for the Electronic Commerce Acquisition Program Management Office.

2. Reconcile industry and federal agency comments of final report.

IT11.06   Provide incentives for improved IT acquisition service efficiency.

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: OFPP
OPR Support Team(s): GSA/OMB
Related NPR Projects: FM06, PRO08, PROC09, PROC14, SUP04

Progress/Accomplishments:
1. Both the Senate and House of Representatives have passed versions of procurement reform legislation that would dramatically streamline the procurement process for information technology, particularly commercial products.

2. Congress passed and the President signed the Federal Acquisition Streamlining Act of 1994.

IT11   Improve Methods of Information Technology Acquisition *(cont'd)*

IT11   Improve Methods of Information Technology Acquisition *(cont'd)*

IT11 Improve Methods of Information Technology Acquisition *(cont'd)*

Actions Required:

Due Date

1. The President will issue a directive instructing agency heads on franchising service functions.

2. OMB will establish an Implementation Team to facilitate franchising implementation for IT acquisition activities.

3. The President's Management Council should assume overall responsibility for franchising IT acquisition activities.

4. All agency heads will authorize executive branch agency program and line managers to use any officially established IT acquisition entity conducting business in accordance with the Federal Acquisition Regulations (FAR).

IT12   Provide Incentives for Innovation

Overall Champion: Bruce McConnell

IT12.01   Retain a portion of agency information technology savings for reinvestment.
(Task Completed)

GITSWG Champion: Bruce McConnell
Office of Primary Responsibility: OMB
OPR Support Team(s):
Related NPR Projects: BGT05, FM07, FM12, PROC15

Progress/Accomplishments:
> The FY 1996 budget guidance from OMB addresses performance measures. A new section 15.2(a)(5) in FY 1996 version of OMB Circular A-11 addresses IT driven savings from reengineering.

IT12.02   Promote performance-based contracting for information technology.

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: GSA
OPR Support Team(s): OMB
Related NPR Projects: BGT05, FM07, FM12, PROC15, PROC08
Progress/Accomplishments:

1.   On May 26, 1994, the Office of Federal Procurement Policy (OFPP) initiated a governmentwide pilot project concerning performance-based service contracting.

2.   GSA's Office of Acquisition Policy has requested each GSA Head of Service to endorse performance-based service contracting as the preferred methodology when acquiring services; select 4-5 contracts to convert to performance-based service contracting; establish an agency-wide task force; and designate a senior level point of contact.

3.   Identified official point of contact for GSA performance-based contracting project.

4.   GSA signed a pledge at OFPP to conduct performance-based contracting. GSA's contracts for conversion to performance-based contracts have been identified and will be solicited starting about the 3rd Quarter of FY95. The program contract and controlling officer for each performance-based contract will take the DoD developed training.

IT12 Provide Incentives for Innovation *(cont'd)*

Actions Required:

Due Date

Ongoing   1.   Provide guidance on performance-based contracting to agencies.

IT12.03   Use multiyear funding for agency information technology projects.

GITSWG Champion: Bruce McConnell
Office of Primary Responsibility: OMB
OPR Support Team(s):
Related NPR Projects: BGT05, FM07, FM12, PROC15

Progress/Accomplishments:

1.   Major agency bureaus that have multi-year funding include the Internal Revenue Service, the Veterans Benefits Administration, and the Federal Aviation Administration. New language has been inserted in OMB Circular A-11 (section 12.3) on this matter.

2.   In July, 1994, OMB asked agencies to identify new major agency information systems projects that require appropriations that do not lapse at the end of one year. In the same month OMB addressed the need for agencies to nominate such projects in its budget formulation guidance

Actions Required:

Due Date

2/95   1.   The President's Budget will include more proposals for multi-year funding for major information systems projects. These proposals will serve as basis to begin negotiations with appropriations committees to secure multi-year funding for these projects.

IT12.04   Establish a governmentwide venture capital fund for innovative information technology projects.

GITSWG Champion: Bruce McConnell
Office of Primary Responsibility: OMB
OPR Support Team(s): GSA
Related NPR Projects: BGT05, FM07, FM12, PROC15

Progress/Accomplishments:

The Interagency Management Council for FTS2000 has funded a pilot of the Governmentwide E-mail Directory in FY 1994 from the IT fund.

IT12 Provide Incentives for Innovation *(cont'd)*

Actions Required:

Due Date

Ongoing   1.   GITS will evaluate the need to create a new fund or whether existing funds and funding sources may be adapted to this purpose.

GOVERNMENT INFORMATION TECHNOLOGY SERVICES (GITS)
WORKING GROUP ACTION PLAN

IT13   Provide Training and Technical Assistance in Information Technology to Federal Employees

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Overall Champion: Ron Piasecki

IT13.01   Establish a program to train nontechnical senior executives and political appointees in information technology.

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: GSA/OPM
OPR Support Team(s):
Related NPR Projects: HRM06, IT13.02, IT13.03

Progress/Accomplishments:
1. Telephone surveys completed with representatives from academia, federal agencies and private sector.

2. Face-to-face interviews completed with nontechnical and technical career executives.

3. Initial draft of findings completed. These findings support the recommendation to have the Senior Information Management Group sponsor and develop the training program.

4. A letter from Joe M. Thompson, Commissioner IRMS, to the members of the Senior Information Management Group is currently being prepared.

5. Recommendation to establish senior Information Management Group of the President's Management Council is under review by OMB.

Actions Required:
Due Date
1. Request an interagency group, at the assistant secretary level, to develop and sponsor the program.

2. Interagency group to prepare implementation plan.

3. Interagency group to begin implementation.

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LES TECHNOLOGIES DE L'INFORMATION :
DES EXPÉRIENCES HORS QUÉBEC

Annexe 8 : États-Unis

Government Information Technology Services Working Group of the Information Infrastructure Task Force Commitee on Applications and Technology

ftp://ftp.fedworld/pub/tel/t00gitsv.doc
ftp://ftp.fedworld/pub/tel/t00gits.doc

Repéré par l'Observatoire de l'administration publique/ENAP
Octobre 1995

IT13 Provide Training and Technical Assistance in Information Technology to Federal Employees *(cont'd)*

IT13.02 Require "minimum competency" in information technology for Senior Executive Service candidates.
(Task Completed)

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: OPM
OPR Support Team(s):
Related NPR Projects: HRM06, IT13.01, IT13.03

Progress/Accomplishments:
1. Published Executive Core Qualifications (ECQs) reflecting an information technology requirement.

2. Issued instructions advising Qualifications Review Boards to consider information technology management competency in making SES certification determinations.

3. Reviewed introduction to biweekly listing of "SES Vacancy Announcements" to remind candidates that they should include a description of their competency in information technology management.

4. Drafted "Guide to Senior Executive Service Qualifications" which reflects the information technology management competency.

5. Discussed the new information technology management requirement with the Executive Resources Management Group, the IAG Committee on Executive Personnel, and participants at OPM's Federal Executive Institute and Executive Development Seminars.

IT13.03 Require IRM managers to meet certification standards.
(Task Completed)

GITSWG Champion: Ron Piasecki:
Office of Primary Responsibility: GSA/OPM
OPR Support Team(s):
Related NPR Projects: HRM06, IT13.01, IT13.02

Progress/Accomplishments:
1. The initial assessment on the establishment of an Institute and Certification program is complete with the conclusion that the time-frame recommended for establishment in the NPR IT Report is not feasible due to funding and resource constraints.

2. Resource requirements to establish an IRM Institute based on the concept of a virtual university have been identified. Current resources are not available within OPM and GSA.

GOVERNMENT INFORMATION TECHNOLOGY SERVICES (GITS)
WORKING GROUP ACTION PLAN

IT13 Provide Training and Technical Assistance in Information Technology to Federal Employees (cont'd)

3. Design for an Institute is complete and ready for implementation when resources become available.

IT13.04   Promote collegial assistance for IT.

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: GSA
OPR Support Team(s):
Related NPR Projects: HRM06, IT13.01, IT13.02
Progress/Accomplishments:
1. Request for data will be issued with the annual call to update the Federal IRM Directory -- usually in September of each year.

2. Information to promote collegial assistance for IT will be added to GSA and agency home pages on the Internet.

Actions Required:
Due Date
1. Agencies to submit names, addresses and phone numbers for inclusion in the Federal IRM Directory.

2. Internally, agencies to identify individuals to participate as on-line pals through primary user support centers.

2/95   3. Publish directory and distribute information electronically.

IT13.05   Include training as a part of all information technology contracts and acquisitions.
(Task Completed)

GITSWG Champion: Ron Piasecki
Office of Primary Responsibility: GSA/OPM
OPR Support Team(s):
Related NPR Projects: HRM06, IT13.01, IT13.02

Progress/Accomplishments:
1. Held a focus group meeting with six agencies to determine how to identify and include training needs in IT contracts. Began drafting guidelines.

2. Guidance document "Information Technology Training -- Vital for Enhanced Productivity and Quality Service to the Public", KMP-95-1-P was published 10/94.