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2000 Annual Program Performance Report

OFFICE OF THE CHIEF INFORMATION OFFICER



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OFFICE OF THE CHIEF INFORMATION OFFICER

FY 2000 ANNUAL PROGRAM PERFORMANCE REPORT

Secretary’s Memorandum 1030, pursuant to the Clinger Cohen Act of 1996, established the Office of the Chief Information Officer (OCIO). The OCIO has primary responsibility for supervision and coordination within the U.S. Department of Agriculture (USDA) of the design, acquisition, maintenance, use, and disposal of information technology by USDA agencies. The mission of the OCIO is to strategically acquire and use information and technology resources to improve the quality, timeliness, and cost effectiveness of USDA service delivery to its customers.

OCIO also has activities that are funded through the USDA Working Capital Fund (WCF). These activities, or cost centers, operate using a cost recovery method for services rendered.

The Goals and Objectives identified in the Revised 2000 and FY 2001 Annual Performance Plan are listed below. Each OCIO Program Activity follows with a description of the measurable indicators to support a specific Goal/Objective.

The OCIO developed its new strategic plan for FY 2000-2005. The new plan reflects a new mission, vision and comprehensive objectives based on technological changes and organizational priorities. Only Federal employees were involved in the preparation of this report.

OCIO PERFORMANCE SUMMARY				
Strategic Goal/ Management Initiative	FY 2000 Performance Goals	Performance		
		1999 Actual	2000 Target	2000 Actual
Goal 1: Ensure decisions regarding the selection and deployment of information technology are based on USDA needs.	Establish USDA policy on IT management using the Capital Planning and Investment Control (CPIC) methodology: Number of agency IT management reviews performed	2	6	7
	Develop and implement USDA Architecture: Percent of agencies using ISTA	50	35	80
	Infuse Government and electronic data interchange technologies into business processes where applicable: Number of agencies with electronic forms and automated directives systems	N/A	3	14
	Number of agencies using the Internet for program delivery, e.g. forms, loan balances	5	10	14
	Ensure that the Service Center technology improvements are driven by business needs and support re-engineered business processes: Number of Service Center Oversight implementation progress and other reviews conducted	9	10	N/A
	Number of Service Center Implementation IV&Vs conducted	2	3	N/A

OCIO PERFORMANCE SUMMARY				
Strategic Goal/ Management Initiative	FY 2000 Performance Goals	Performance		
		1999 Actual	2000 Target	2000 Actual
Goal 2: Develop Department-wide information and technical infrastructures that will improve service delivery through more effective information systems and data management.	Ensure all USDA agency mission critical information systems are Year 2000 compliant and operational:			
	Percent Y2K awareness	100	100	100
	Percent Y2K assessment	100	100	100
	Percent Y2K renovation	100	100	100
	Percent Y2K validation	90	100	100
	Percent Y2K implementation	90	100	100
	Meet the mandated requirements of the President's Commission on Critical Infrastructure Protection (PCCIP) by developing a plan to protect USDA's critical infrastructures and putting the processes/mechanisms in place to implement the plan and update the plan on a 2-year cycle			
	Establish a Central Cyber Security Office:			
	Percent of staff on-board	0	25	33
	Establish a Departmental-level Risk Management Program:			
Percent of agencies identifying critical assets and assess them for vulnerabilities	10	25	20	
Develop an USDA Information and Telecommunications Security Architecture:				
Percent completion of security architecture	0	0	0	
Percent of agencies transitioned to FTS 2001 Long Distance service provider.	5	50	85	
Establish an USDA Enterprise Network:				
Develop a strategic plan	N/A	yes	yes	
Percent USDA Enterprise Network implemented	N/A	5	5	
Goal 3: Be a leading innovative information technology services organization, experienced in providing quality and cost-effective services for centralized and distributed computing, and applications support. These activities are financed through the Departmental Working Capital Fund (WCF).	Support the USDA Information Systems Technology Architecture			
	Percent of OCIO computing platforms that have a Web Interface	70	90	90
	Improve security of information processing resources	70	7 ¹	7
	Develop new services and increase our customer base for existing services.			
	Percent increase of new business based on new and existing services	5	5	8
	Improve customer service quality:			
Percent Web Access to customer	100	100	100	
Percent Home Page is implemented	90	95	95	
Percent of employees that received training	80	85	100	

¹ The performance target in the Revised FY 2000 and FY 2001 Annual Performance Plan was inadvertently set to a percentage, which has been found not to be readily measurable. Therefore, the target has been revised to be a count of major security improvements.

OCIO PERFORMANCE SUMMARY				
Strategic Goal/ Management Initiative	FY 2000 Performance Goals	Performance		
		1999 Actual	2000 Target	2000 Actual
Management Initiative 1: Implement a professional development strategy to ensure that USDA's personnel possess the skills necessary to meet the challenges of effectively delivering programs and services with information technology	Increase agency acceptance/adoption of the CIO Councils IT core competencies	N/A	20	0
	Increase percent of executives/senior managers who integrate IT core competencies into their IT workforce planning	N/A	20	0
	Increase percent of USDA professional development Strategy implementation plan	N/A	20	30
Management Initiative 2: Continually improve the quality and effectiveness of the OCIO workforce and ensure Civil Rights of all	Increase employee morale			
	Percent of employees indicating medium to high morale	N/A	50	75
	Percent decrease in formal and informal complaints	N/A	50	80
	Provide civil rights training for all employees			
Percent employees trained in civil rights	100	100	100	
Provide conflict management training for all employees				
Percent of employees trained in conflict management	15	50	100	

Goal 1: Ensure decisions regarding the selection and deployment of information technology are based on USDA business needs.

Objective 1.1: Use a decision making process within USDA that makes the program and IT officials responsible for IT investments.

Objective 1.2: Establish a standard Capital Planning and Investment Control (CPIC) Program in USDA to ensure IT investments are made in direct support of business objectives, managed prudently.

Key Performance Goal

Establish USDA policy on IT management using the CPIC methodology.

Number of agency IT management reviews performed

Target: 6

Actual: 7

2000 Data: Agency IT management reviews are performed at the request of, and/or under the leadership of OCIO. The data are examined in the reviews are gathered through several means: OCIO staff review of agency IT budget requests; agencies' use of the Information Technology Investment Portfolio System (I-TIPS) in managing their portfolios and reporting budgetary and

performance information for investments; and agency interviews of key personnel. I-TIPS is a Federal-wide tool for managing capital investments. During FY 2000, all USDA agencies used I-TIPS to manage their IT investment portfolios, and used some level of Capital Planning tenets in the management of these portfolios.

Analysis of Results: OCIO met the performance goal to establish USDA policy for using CPIC. OCIO exhibited strong leadership by expanding and improving the process for managing IT assets. This includes providing expanded guidance for the IT budget planning and review processes, expanding the use of I-TIPS, and utilizing the CPIC evaluation, scoring and ranking systems for all major USDA IT investments for budget years 2001 and 2002. Through reviews, OCIO can articulate/clarify policy and assure compliance. The reviews also enable OCIO to gather “lessons learned” and share them with other agencies as well as indicate where policy needs to be revised. OCIO worked with the agencies to improve their major system business case documentation. OCIO also provided written evaluations of this documentation and staff support to, and participated in, the Deputies Capital Planning Work Group (DCPWG) and the Executive Information Technology Investment Review Board (EITIRB). The DCPWG scored and ranked the systems and the EITIRB approved the investment decisions.

OCIO also exhibited strong leadership by participating in the government-wide capital planning efforts. The USDA CIO was the co-chair of the CIO Council’s Capital Planning and IT Management Committee. The CIO’s office also co-chaired the I-TIPS Change Management Committee. By participating on these committees, OCIO is able to learn best practices from other Departments and share I-Tips development cost.

Current Fiscal Year Performance: During FY2001, OCIO is working with the agencies, the DCPWG, and the EITIRB to continue to improve the quality of capital planning. This includes a reengineering of the USDA CPIC process and creation of better documentation to support CPIC. OCIO is also working to provide better tools, training and templates for IT capital planning. Progress in this area is dependent upon resources received.

Program Evaluations: OCIO conducted seven IT investment management reviews covering 14 agencies concerning the status of IT capital planning. The reviews included interviewing agency Deputy Administrators for Management and CIOs to determine the agencies’ internal use of a formalized capital planning process, use of I-TIPS, and input into USDA’s capital planning investment control process for major investments.

Objective 1.3: Identify opportunities for streamlining program and administrative business activities, and the technology that supports them, through the development and implementation of a business/data architecture.

Key Performance Goal

Develop and implement an USDA Enterprise Architecture (EA):

Percent of agencies using EA

Target: 35

Actual: 80

Infuse Government and electronic data interchange technologies into business processes where applicable:

Number of agencies with electronic forms and automated directives systems

Target: 3

Actual: 14

Number of agencies using the Internet for program delivery, e.g. forms, loan balances

Target: 10

Actual: 14

2000 Data: The above data was developed through observation, meetings with USDA agencies, inter-agency groups, moratorium waiver requests, and the capital planning and investment control process. The data is based on OCIO staff observations about agencies' architecture approaches and their use of the Enterprise Architecture principles, standards, and methods. Thus, the data are sound and reliable.

Analysis of Results: OCIO met this performance goal. OCIO published two drafts of the Enterprise Architecture, conducted Enterprise Architecture training for the business and information technology communities, and published version 2 of the Enterprise. OCIO developed an Enterprise Architecture Compliance Scorecard that was used in conjunction with the capital planning and investment control process. USDA is following the National Institute of Standards and Technology (NIST) model for the architecture. The 5 layers of the architecture are: business; information; applications, data; and technology. Compliance for the technology portion is approaching 100%. USDA has also witnessed a narrowing of the product base as agencies implemented industry preferred products to facilitate seamless communications with their customers and stakeholders. Most agency employees can communicate internally and with other USDA agencies via local and wide area networks. Communication with other Federal agencies and customers and partners are enabled through the use of the Internet. The Internet is being used to share information about USDA programs and services and for electronic mail exchange with external customers and partners.

For the business and data portion of the architecture, change is much slower than for the technology portion. There are opportunities for coalescing applications and systems that will be addressed through both the architecture and capital planning and investment control governance processes. Fundamentally changing the way agencies do business and address data sharing is a monumental undertaking. USDA agencies are partnering with other USDA agencies and Federal agencies and state and local governments in information and data sharing activities using common databases and web-enabled applications.

In addition, USDA has begun to lay the groundwork for transforming USDA's internal and external business processes to an electronic government approach. USDA is disseminating program information via the Internet and is using electronic forms both internally and with the public. As USDA implements the Government Paperwork Elimination Act, additional work will be required by the agencies to transform their processes to a robust electronic government paradigm.

Current Fiscal Year Performance: During FY 2001, planned actions include analyzing the architecture applications inventory to identify potential areas to eliminate duplications and coordinate resources; reviewing investment plans to identify opportunities for sharing and cost savings and increasing the number of Commercial off-the-shelf (COTS) products in use.

Program Evaluations: OCIO performed an informal self-evaluation of itself against the Federal Architecture Model and architecture compliance methodologies endorsed by the CIO Council. After evaluation, OCIO determined that its architecture approach aligns with that of other Federal agencies.

Objective 1.4: Establish an assessment methodology for Departmental and agency IRM programs that will ensure sound management practices are being used to achieve measurable improvements.

Key Performance Goal

Ensure that the Service Center technology improvements are driven by business needs and support re-engineered business processes:

Number of Service Center Oversight implementation progress and other reviews conducted

Target: 10

Actual: 0

Number of Service Center Implementation IV&V's conducted

Target: 3

Actual: 0

2000 Data: None was collected for this performance goal.

Analysis of Results: This performance goal was not met. In March 2000, the Deputy Secretary of Agriculture gave the USDA Chief Information Officer direct management responsibility for the IT component of the Service Center Modernization Initiative (SCMI). This new direct role obviates the need for this objective.

Current Fiscal Year Performance: OCIO's Strategic Plan for FY2000-2005 contains a new objective that replaces this objective reflecting this new role.

Program Evaluation: The success of the SCMI, relies heavily on the partnerships developed among the three Agencies and the OCIO. All SCMI Information Technology activities are

coordinated through the Information Technology Working Group (ITWG) under the direction of the OCIO. The ITWG includes the CIO's of the three Agencies, SCMI-IT Team Leaders, employee organization representation and partner representation. To ensure that the business needs of the agencies are driving the need for technology improvements, the Executive Director of the National Food and Agriculture Council represents the program interests on the ITWG. A Senior Executive from the OCIO chairs the ITWG.

Description of Actions and Schedules: In partnership with the above agencies, OCIO is on target to ensure the basic common computer environment technology infrastructure becomes operational in FY2002. Because of the change in OCIO's role from strictly oversight to active management of the SCMI-IT, the key performance goals changed. The reviews and IV&V's scheduled for 2000 were not completed. OCIO is now actively managing the SCMI-IT project and this change is reflected in the most recent Annual Performance Plan.

Goal 2: Develop Department-wide information and technical infrastructures that will improve service delivery through more effective information systems and data management.

Objective 2.1: Develop and implement technical standards for USDA that will facilitate the adoption of specific information technologies necessary to support mission objectives and re-engineered streamlined business processes.

This objective duplicates Goal 1, Objective 1.3 and has been revised in the FY 2000 – 2005 Strategic Plan.

Objective 2.2: Assess established and emerging technologies, including hardware, software, communications, artificial intelligence, and other aides to human decision making, for opportunities to improve its service delivery.

This objective duplicates Goal 1, Objective 1.3 and has been revised in the FY 2000 – 2005 Strategic Plan.

Objective 2.3: Develop and implement funding and acquisition strategies to implement information technology initiatives.

This objective duplicates Goal 1, Objective 1.2 and has been revised in the FY 2000 – 2005 Strategic Plan.

Objective 2.4: Ensure that USDA's mission-critical systems nation-wide are Year 2000 compliant by March 31, 1999. Provide guidance and leadership for the Department and Agencies on all aspects of USDA Year 2000 program activities. Mitigate the Year 2000 associated risks in information systems, telecommunications systems and vulnerable systems and processors with embedded chips.

Key Performance Goal

Ensure all USDA agency mission critical information systems are Year 2000 compliant and operational.

Percent Y2K awareness

Target: 100

Actual: 100

Percent Y2K assessment

Target: 100

Actual: 100

Percent Y2K renovation

Target: 100

Actual: 100

Percent Y2K validation

Target: 100

Actual: 100

Percent Y2K implementation

Target: 100

Actual: 100

2000 Data The Year 2000 implementation phase included deployment and implementation of converted or replaced systems and implementation of business continuity contingency plans, if necessary.

Analysis of Results: This performance goal was met. As a result of the above efforts, all 344 of USDA's mission-critical systems are Year 2000 compliant. In addition, all 336 of USDA's non-mission critical systems are Year 2000 compliant. USDA inventoried its data exchanges and identified exchanges with federal, state, local government, private sector, and foreign and private partners. USDA tracked 473 data exchanges representing 1,480 exchange partners. All data exchanges were compliant and implemented. USDA-occupied buildings (owned and leased) were compliant.

Current Fiscal Year Performance: N/A

Program Evaluations: The USDA IV&V effort was conducted in two phases. Phase One evaluated system development products; reviewed and conducted spot checks on testing activities; and monitored development efforts from project start-up to closeout. Phase Two involved the scanning of more than 55 million actual lines of code for possible errors. All IV&V efforts were successfully completed and documented.

Objective 2.5: Meet the mandated requirements of the President's Commission on Critical Infrastructure Protection (PCCIP) by developing a plan to protect USDA's critical infrastructures and putting the processes/mechanisms in place to implement the plan and update the plan on a 2-year cycle.

Key Performance Goal

Establish a Central Cyber Security Office:

Percent of staff on-board

Target: 25

Actual: 33

2000 Data: It is estimated that approximately 25 employees are needed for the Cyber Security Program Office to provide USDA information system users and managers with the security expertise and experience necessary to ensure the integrity and availability of the Department's invaluable information assets. At the end of FY 2000, the Cyber Security Staff included eight security specialists and is being managed by a manager hired specifically for his years of experience and accomplishment in the security field.

Analysis of Results: This performance goal was met. OCIO's "Action Plan to Strengthen USDA Information Security" provides a sound strategy, based on the best practices of leading organizations, for identifying vulnerabilities and implementing mitigation procedures and mechanisms. It identifies the need for a centralized cyber security office and plans are currently underway to establish a USDA Cyber Security Program Office within OCIO. As a result of surpassing the target, USDA agency security staffs are much better positioned to address cyber security needs and requirements. Expertise brought into the Cyber Security Program Office has elevated the awareness of security awareness and technique. OCIO central security staff is proactive and knowledgeable. A hands-on strategy is being implemented and both individual and group security training is being provided.

Current Fiscal Year Performance: Additional funding specific to staffing has been received for FY 2001.

Program Evaluations: Both the General Accounting Office and USDA's Office of Inspector General have issued reports that encourage USDA to implement its strategy for improving the Department's cyber security posture. A key component of this strategy is the establishment of a central Cyber Security Program Office.

Key Performance Goal

Establish a Department-level Risk Management Program:

Percent of agencies identifying critical assets and assess them for vulnerabilities

Target: 25

Actual: 20

2000 Data: Information regarding USDA's critical cyber infrastructure assets and asset vulnerabilities is provided by individual USDA agencies. OCIO, with assistance from agency security specialists, developed a USDA Critical Infrastructure Assurance Plan, required by Presidential Decision Directive (PDD63). In addition to the plan, PDD63 calls for a security assessment of each agencies critical infrastructure assets. As part of OCIO's annual call for

information system security plans, agencies were provided additional requirements to meet this mandate.

Fifty-two major systems have been identified as mission critical. Of these, many reside either at USDA's National Finance Center in New Orleans, Louisiana, or at the National Information Technology Center in Kansas City, MO. Cyber security assessments, including assessment of physical security requirements have been conducted at each site, and vulnerabilities have been identified. In addition, individual agencies, which manage other mission critical systems, have performed cyber security risk assessments.

Analysis of Results: This performance goal was not met. Until the establishment of OCIO's Cyber Security Program Office, USDA agencies were responsible for conducting security assessments of the systems they operated and managed. What security risk assessments that were performed were often incomplete and conducted in a non-standard manner. OCIO has now embarked on a strategy to establish a common methodology with standardized tools that agencies and OCIO will use to conduct security assessments such that the results will be reported thoroughly and in a common manner. With contracted expertise, OCIO has established a comprehensive set of cyber security requirements and is poised to develop a set of standard security checklist for agencies to use when assessing mission critical systems. OCIO is convinced that this strategy will lead to greatly improved analysis of USDA cyber security vulnerabilities

Current Fiscal Year Performance: OCIO's strategy for improving USDA's cyber security posture relies on the establishment of a sound information system risk assessment program that fulfills the requirements of PDD 63. OCIO will continue to work with agencies to establish structured and rigorous security assessment procedures and tools. Agencies are becoming more comfortable with and experiences in the art of vulnerability assessment and are expected to expand their efforts in this regard throughout FY 2001. Likewise, OCIO's Cyber Security Program Office will be conducting oversight and independent assessments to ensure agencies possess the expertise to identify security needs and implement strategies that mitigate risks to an acceptable level.

Description of Actions and Schedules: During FY 2001, OCIO will obtain contractor support that will assist in conducting security assessments.

Program Evaluations: Both the General Accounting Office and USDA's Office of Inspector General have issued reports that encourage USDA to implement its strategy for improving USDA's cyber security posture. A key component of this strategy is the establishment of an information systems risk assessment methodology that will be used to assess the Department's mission critical information systems.

Key Performance Goal

Develop an USDA Information and Telecommunications Security Architecture:

Percent completion of security architecture

Target: 0

Actual: 0

2000 Data: N/A

Analysis of Results: N/A

Current Fiscal Year Performance: A key component of OCIO strategy to improve the Department's cyber security program is the identification and implementation of information systems security architecture. No funding was available in FY 2000 to begin this effort, but funding within OCIO's FY2001 budget is targeted specifically to this effort.

Program Evaluations: None conducted in FY 2000.

Key Performance Goal

Percent of agencies transitioned to FTS 2001 Long Distance Service Provider:

Target: 50

Actual: 85

2000 Data: USDA made significant progress in the transition to the FTS 2001 contract. Before the FTS 2000 contract expired in December 2000, USDA had reached an overall transition completion rate of 85%.

Analysis of Results: This performance goal was met. The transition to the FTS 2001 contract was among OCIO's highest priorities. We exceeded our initial target and continue to work aggressively to complete.

Current Fiscal Year Performance: OCIO will continue to work with the USDA agencies and staff offices, the General Services Administration (GSA) and the FTS 2001 service provider, Worldcom, and overcome transition obstacles. Several key issues have contributed as impediments to USDA's transition: (1) lack of coordination between AT&T (FTS 2000 service provider) and Worldcom, (2) AT&T disconnect orders not being processed, (3) the local Verizon strike, and (4) remote access requirements.

Program Evaluations: For an agency the size of USDA, OCIO considers the Department's transition progress during 2000 exceptional. We anticipate that our transition efforts will be completed during June 2001. The OCIO monitors the progress of the FTS 2001 Transition via network usage reports available from Worldcom through the OCIO's Fort Collins, CO office. The OCIO has also received status updates from GSA at the monthly Transition Task Force meetings and through a monthly electronic mail distribution process.

Key Performance Goal

Establish an USDA Universal Telecommunications Network:

Develop strategic plan

Target: yes

Actual: yes

Percent USDA Universal Telecommunications Network implemented

Target: 5%

Actual: 5%

2000 Data: A comprehensive investment proposal for the Universal Telecommunications Network (UTN) project was developed and processed through the USDA capital planning and investment review process. The Executive Information Technology Investment Review Board (EITIRB) approved the UTN project with the conditions that the newly established USDA Telecommunications Advisory Council (TAC) has go/no-go decision authority at the start of each major project phase. The UTN project was ranked as the Department's second highest priority in the USDA administrative investment portfolio, and the Working Capital Fund approved project funding for FY 2001. In addition, security was strengthened at each of the existing Internet Access Nodes with the installation of a standardized security stack consisting of firewalls, intrusion detection systems (IDS), routers, and switches. Additional nodes will be added based on business requirements and architecture design analyses.

Analysis of Results: This performance goal was met. Utilization of the existing network backbone has been increasing at an exponential rate over the past few years. Bandwidth on demand has become a critical success factor in USDA's ability to deliver its programs successfully. OCIO has expanded the circuit bandwidth sevenfold with only a fourfold increase in costs since 1998. OCIO will be actively monitoring network utilization in order to predict trends and increase bandwidth accordingly. This action will result in a reduction of the percentage of average utilization of network capacity in the future.

Current Fiscal Year Performance: During FY 2001, OCIO will establish a UTN Project Office, headed by a Project Manager, that will be dedicated to performing the project management functions necessary for the success of one of USDA's most critical program delivery support functions. The Project Manager will work with USDA Associate Chief Information Officer for Telecommunications and the Telecommunications Advisory Council to: (1) complete the business case that identifies USDA's corporate telecommunications and network security requirements; (2) design the architecture to support the business case; (3) manage a competitive acquisition to determine USDA's telecommunications service provider; and (4) begin to coordinate the transition from the existing networks to the new corporate network architecture.

Program Evaluations: The UTN project will be managed with ongoing agency feedback and involvement during each of the critical phases of: business case development; architectural/network design; competitive acquisition development/management; and transition to the new corporate network architecture. Concurrence by the Telecommunications Advisory

Council (TAC), which is comprised of selected agency CIOs or designated agency representatives, is required before the start of a new phase. Independent verification and validations (IV&V) efforts will be conducted as the TAC deems appropriate.

Goal 3: Be a leading innovative information technology services organization, experienced in providing quality and cost-effective services for centralized and distributed computing and applications support. These activities are financed through the Departmental Working Capital Fund (WCF).

Key Performance Goal

<p><u>Support the USDA Information Systems Technology Architecture:</u> Percent of OCIO computing platforms that have a Web interface Target: 90 Actual: 90</p>

2000 Data: In FY 2000, the OCIO NITC reached its goal of 90 percent completion of providing Web access to all computing platforms.

Analysis of Results: This performance goal was met. The NITC has a Sun computing platform, and four mainframe platforms: Two for USDA, one for FAA, and one for the FFIS Data Warehouse. The Sun Platform had Web Access in FY 1998, via the Oracle Webserver. In FY 1999, the NITC implemented Web access on the two USDA mainframes via IBM's Websphere and IBI's Web 390 in test mode. In FY 2000, the NITC implemented two G5 mainframes to support Web access to the USDA mainframe platform. These are in test mode, are planned for production in the spring of FY 2001. In FY 2000, the NITC also implemented Web access to the FFIS Data Warehouse via a Brio server running on an NT platform, with Microsoft's IIS server. Finally, in FY 2000 the NITC implemented Web access for the FAA to their mainframe platform via three Web servers in production, as well as 16 Web servers in test mode, via IBM's Websphere product, LDAP and DB2. Production is planned for the test Web servers for FY 2001.

Current Fiscal Year Performance: NITC placed great emphasis on Web access in FY 2000, and successfully implemented it on the FFIS mainframe platform via a Brio Web server running on NT. The NITC has also fully configured and implemented test environments this year for the USDA and FAA mainframe platforms, and implemented three Web servers for the FAA in production. The NITC is scheduled to go to production with Web Access to the USDA mainframe platform in spring of FY 2001. Full production for Web access to the FAA mainframe platform is planned for FY 2001 as well.

Program Evaluations: At this early date, Web access is not known to have been the focus of any program evaluation.

Key Performance Goal

Support the USDA Information Systems Technology Architecture:

Improve security of information processing resources

Target: 7

Actual: 7

2000 Data: In FY 2000, the NITC made 7 major security improvements. However, the performance target in the Revised FY 2000 and FY2001 Annual Performance Plan was inadvertently set to a percentage, which has been found not to be readily measurable. Therefore, the target has been revised to be a count of major security improvements.

Analysis of Results: NITC placed great emphasis on improving security of information processing resources and accomplished scheduled actions and plans in this area.

Current Fiscal Year Performance: In FY 2001, the OCIO NITC is continuing to improve security in the following areas: implemented intrusion detection with ISS Real Secure and CA Session Wall on network and client server LAN segments; implemented the Virtual Private Network (VPN) encryption into production for FNS; enabled and configured cryptographic co-processors on FAA and USDA mainframe platforms; customized and implemented the OS/390 firewall on the USDA Web systems; implemented access control on the FAA Web test system; implemented a process on USDA production system to suspend and delete inactive user ids; and enhanced physical security by upgrading the facilities internal and external access control systems.

Program Evaluations: None conducted in FY 2000.

Key Performance Goal

Develop new services and increase customer base for existing services.

Percent increase of new business based on new and existing services

Target: 5

Actual: 8

2000 Data: In FY 2000, NITC added over three million dollars of revenue in new business, producing an increase of over 8 percent.

Analysis of Results: This performance goal was met. NITC's FY 2000 new business comprised both mid-range and mainframe platform work. New mid-range business included the Forest Service (FS) Safety and Health Integrated Personnel System (SHIPS), the FS Resource Order and Status System (ROSS), the Farm Service/Rural Development Data Warehouse, and the Federal Aviation Administration Web Access Server. This year's performance exceeded the performance objective by more than three percent.

Current Fiscal Year Performance: NITC is continuing to develop new services and increase customer base for existing services.

Program Evaluations: No formal performance evaluations have been conducted. However, every possible new business opportunity is evaluated.

Key Performance Goal

<u>Improve customer service quality</u> Percent Web Access to customer Target: 100 Actual: 100

2000 Data: In FY 2000, Web access to the customer at the NITC is 100 percent.

Analysis of Results: This performance goal was met. NITC provides Web access to customers via numerous platforms and Web servers, including Brio servers on the NT platform, Oracle Web servers on the Sun platform, Apache Web servers on the AIX platform, and IBM's Websphere and IBI's Web 390 on the mainframe platforms.

Current Fiscal Year Performance: This objective is discontinued. Even though this is an important part of our business, collecting associated data was difficult due to the complexity of the systems. Additionally, data collected does not contribute to the performance relative to the goal.

Program Evaluations: At this early date, Web access is not known to have been the focus of any program evaluation.

Key Performance Goal

<u>Improve customer service quality</u> Percent Home Page is implemented Target: 95 Actual: 95

2000 Data: In FY 2000, approximately seven feature article updates to the home page and thirty-seven customer notifications were posted to the NITC Web site. Two months following the millennium rollover, all pages, graphics, buttons, etc. referring to Y2K projects were removed. Routine updates (management contacts, personnel changes, mainframe rates) were also applied to the site as required.

Analysis of Results: This performance goal was met. In FY 2000, several areas of the Home Page remained or under-developed, but the site is approximately 95 percent complete.

Current Fiscal Year Performance: This performance goal is discontinued. This has proven to be an important customer service, however, once the home page was implemented it is constantly changed. The data did not contribute to the measurement of performance relative to the goal. This year's performance met the performance objective.

Program Evaluations: No formal performance evaluations have been conducted.

Key Performance Goal

Improve customer service quality

Percent of employees that received training

Target: 85

Actual: 100

2000 Data: In FY 2000, 100 percent of NITC's employees received training.

Analysis of Results: This performance goal was met. NITC continued an aggressive training program in FY 2000, ensured that every employee received training, and exceeded its targets. Training will include subjects such as Ethics, Writing Position Descriptions, Developing Effective Performance Standards, Customer Relations, and technical topics such as Project Management, OS/390, Web Servers, and UNIX.

Current Fiscal Year Performance: In Fiscal Year 2001, NITC is continuing to ensure every employee is trained. Training will include subjects such as Ethics, Writing Position Descriptions, Developing Effective Performance Standards, Customer Relations, and technical topics such as Project Management, OS/390, Web Servers, and UNIX.

Program Evaluations: No formal program evaluation was conducted, but it is expected that training will be reviewed during the Fiscal Year 2001 review and updating of the NITC Strategic and Tactical Plans.

Management Initiative 1: Implement a professional development strategy to ensure that USDA's IT personnel possess the skills necessary to meet the challenges of effectively delivering programs and services with information technology.

Objective: Assess the skills of USDA's IT personnel, identify deficiencies, and take corrective action to train employees. Establish a professional development program so that it addresses both the needs of those who deliver and support technology within the Department, as well as those who use it. Together with the Office of Human Resources Management (OHRM), manage a IT Workforce Planning and Development Working group which ensures active agency participation in USDA's IT workforce improvement effort.

Key Performance Goal

Increase percent of Agency acceptance/adoption of the CIO-Council's IT core competencies

Target: 20

Actual: 0

Increase percent of executives/senior managers who integrate IT core competencies into their workforce planning.

Target: 20

Actual: 0

Increase percent of completion of USDA professional development strategy implementation plan.

Target: 20

Actual: 30

2000 Data: During FY 2000 data used to describe USDA's current IT workforce was prepared from workforce and personnel action summary reports run on the National Finance Center (NFC) Reporting web site. The analysis team ran approximately 400 reports of workforce and personnel action data from NFC.

Analysis of Results: This performance goal was not met. The targets for the first two goals listed above were not achieved in FY 2000 because of the emphasis on developing a professional development strategy. OCIO surpassed its target goal of achieving 20 percent completion of USDA's professional development strategy due to the major progress made in the completion of the comprehensive report, *Analysis of USDA's IT Workforce*. This report analyzes the seven major IT series represented in the USDA workforce from 1996 to 2000. In addition, the *Analysis of USDA's IT Workforce*, which will be completed in the first quarter of FY 2001, uses computer modeling based on various assumptions about future hiring and retirement patterns to forecast workforce trends through 2005. The report concludes that USDA faces the following three major IT workforce challenges: 1) growing retirement eligibility; 2) high turnover at lower grades; and 3) rising average grade levels, leading to a reduced number of employees in the IT developmental pipeline. It will serve as a critical baseline and solid foundation for achievement of the first two goals listed in this Management Initiative as well as for numerous other USDA IT workforce improvement initiatives.

Current Fiscal Year Performance: It is expected that USDA's comprehensive report, *Analysis of USDA's IT Workforce*, which was initiated in FY 2000, will be completed in the first quarter of FY 2001. This will provide USDA's IT community with a wealth of information of the current and future trends in the composition and overall status of the current IT workforce. As follow-up to this report, USDA will address the critical goals cited in this Management Initiative, namely, increase in percentage of Agency acceptance/adoption of the CIO Council's IT core competencies and increase in the percentage of executives/senior managers who integrate IT core competencies into their workforce planning.

Description of Schedules & Actions: USDA is aggressively tackling the workforce planning issue. USDA's OCIO is an active member of Federal CIO Council, which provides the vehicle in keeping abreast of what IT initiatives and activities are occurring across the federal sector. USDA has established an IT Workforce team within the Office of the Chief Information Officer that is working with the Human Resources Management organization to provide information and guidance concerning workforce planning. One of the major tasks for the IT Workforce team is to develop a workforce plan, which is scheduled for completion in the second quarter of FY 2001. Initially, the workforce plan will be used within OCIO with the goal to make it available Department-wide. One area that is being emphasized is the need for a skills assessment. This will be performed in conjunction with an analysis of the skills/competencies needed for both existing and future positions. OCIO will recruit an agency to pilot this activity. This will provide the agency with a basis for developing career paths and corresponding training

programs. USDA has also established a workforce planning working group consisting of USDA agencies that meet and share information on internal and external activities.

Program Evaluations: OCIO will evaluate the success of this effort through feedback received from the HR and IT members of the Department's IT-HR IT Workforce Planning and Development Working Group. Further, OCIO will evaluate success by tracking the turnover rate of IT professionals at USDA, using the *Analysis of USDA's IT Workforce* as a reliable baseline. Surveys and anecdotal evidence from USDA's IT employees has revealed that access to training opportunities is a key factor in retaining IT professionals. The intent is that one of the by-products of implementation of these performance goals will be more training made available to IT employees leading to more satisfied employees and decrease in turnover.

Further the 2000-2005 OCIO Strategic Plan will reflect new initiatives developed as part of USDA's IT workforce improvement program. These initiatives will be broader in scope than the initiatives cited in this document.

Management Initiative 2: Continually improve the quality and effectiveness of the OCIO workforce and ensure the civil rights of all.

Objective: The OCIO will train and recruit personnel to meet its mission and continually improve its workforce by selecting and retaining top-quality individual and improving employees' skills.

Key Performance Goal

Increase employee morale:

Percent of employees indicating medium to high morale

Target: 50%

Actual: 75%

Percent decrease in formal and information complaints

Target: 50%

Actual: 80%

Provide Civil Rights training for all employees:

Percent of employees trained in Civil Rights

Target: 100%

Actual: 100%

Provide conflict management training for all employees:

Percent of employees trained in conflict management

Target: 50%

Actual: 100%

2000 Data: Baselines established for increasing employee moral and decreasing formal and informal complaints are based on goals established by OCIO senior management. Percentages for Civil Rights training and Conflict Management training are based on information obtained from accurate and reliable agency records (e.g. training, EEO profiles, supervisory/employee ratio).

Analysis of Results: This performance was met. OCIO has developed an approach to improving the quality and effectiveness of the OCIO workforce and ensuring the Civil Rights of all. In particular, one aspect of this approach resulted in the development of a comprehensive Civil Rights Training Program for all employees. In FY 2000 100% of OCIO employees completed mandatory training established by the Secretary of Agriculture, which included Equal Employment Opportunity and Cultural Diversity training..

OCIO established a baseline in FY 2000 of providing conflict management training for 50% of its employees. One hundred percent (senior managers) received training to achieve a basic level of competency in conflict management skills.

Current Fiscal Year Performance: OCIO will include, in FY 2001, Civil Rights awareness training to incorporate emphasis in two areas mandated by the Secretary: Disability and Diversity training.

Program Evaluations: OCIO is devoting both money and resources to assuring that the civil rights for all employees are respected. There was no formal evaluation of this program in FY 2000, however, OCIO has steadily reduced its inventory of active EEO complaints.