



4. KEYS FOR IMPLEMENTATION

To implement the IT strategic goals and related initiatives, we see the following as key to ensuring the Department's ability to deliver:

- Evolving the business model of IT
- Stronger cross-organization coordination, governance, and policy support
- Maintaining quality IT operations during change

Together with our stakeholders, DOJ OCIO will evaluate the trade-offs between our ability to absorb change, the value enabled by the change compared to the risk, and the level of executive sponsorship and available funds required to make it happen.

4.1. EVOLVING THE BUSINESS MODEL OF IT

Much of government IT exists in stove-piped silos – meaning that applications and infrastructure are funded, developed, and operated in a manner independent of other IT efforts across the government or even within the same federal agency. This is also true in the DOJ environment. To change this behavior, DOJ needs to fundamentally change its business model for funding, building, and operating IT. The focus of IT initiatives should be on enterprise solutions; interoperability across those solutions; and consolidated, optimized, and, when appropriate, centralized common services.

The business model includes how to establish and track service levels; how to determine the optimal cost structure for shared solutions and infrastructure, both in cases where funding is provided up front or fee-for-service; how to establish prospective cost and service expectations that are mutually agreed to by the provider and the consumer of the service; how to manage deviations from expected service levels; how to establish appropriate and manageable terms and conditions that accompany the service; and how to bill, collect, and report on the service.

Currently the Department leverages the Working Capital Fund (WCF) to bill Components for shared services and infrastructure. Progress has been made to bring the cost and billing structure for shared services more in accord with actual direct costs for specific services. However, there are still charges that are not explicitly linked to services and service levels delivered. The Justice Management Division (JMD) must do a better job of communicating the specific purpose of charges, how the cost is allocated to individual Components and the basis of that allocation, and the benefits that the Components receive for the cost billed.

With infrastructure shared services in particular, OMB is driving federal agencies toward the use of cloud computing services – which are essentially shared computing resources that can be purchased and used as needed from a designated provider. There are many things that will have to happen before DOJ can use the cloud computing model, including further maturation of cloud computing offerings in the marketplace, further refinement and implementation of the Law Enforcement Sensitive designation of Controlled Unclassified Information (CUI), as well as further policy clarification about the appropriate use of cloud computing resources to handle government-owned and citizen-owned data. DOJ will continue to monitor and contribute to the cloud computing efforts that are underway across government and industry, and will consider the use of cloud computing alternatives after policy, technical, financial and other details of it are more mature.



4.2. STRONGER CROSS-ORGANIZATION COORDINATION, GOVERNANCE, AND POLICY SUPPORT

Currently, IT is organized across the Department as relatively independent Component-based entities. Among the Components, JMD is focused on the delivery and operation of DOJ-wide Enterprise Solutions and IT infrastructure, although there are notable pockets of shared activity elsewhere including Terrorist Explosive Device Analytical Center (TEDAC) with Bureau of Alcohol, Tobacco, and Firearms (ATF) and Federal Bureau of Investigation (FBI) and the Organized Crime Drug Enforcement Task Force (OCDETF) with the Drug Enforcement Administration (DEA). However, as the Department moves toward increasing the development and use of shared solutions, information and infrastructure, it is important to assign clear responsibility for operating and delivering these shared capabilities. In some cases, such as Privacy Policy, there is already a DOJ organization that has clear policy and oversight responsibility Department-wide (Office of Privacy and Civil Liberties), and where the overall cross-Component model works well and can be further extended.

Governance concerns for cross-Department solutions include those to manage and oversee product management, as well as joint issue resolution for cross-Department solutions. Product management is forward looking and includes the processes for ensuring stakeholder input and buy-in for solution requirements and implementation approaches. Issue resolution includes both operational issues as well as forward-looking concerns that cannot be addressed via conventional product management activities and need to be escalated through standard and repeatable processes. Currently the model is program- or Component-specific. Governance structures will need to be put in place for the management and evolution of shared assets, with membership to include personnel from each Component that uses the asset. The DOJ CIO Council and the Department Architecture Advisory Board (DAAB) can provide the necessary forums for establishing shared standards and oversight processes, and to provide guidance and resolution for cross-Component issues.

4.3. MAINTAINING QUALITY IT OPERATIONS DURING CHANGE

Evolving the business model and improving coordination, governance, and policy support will both need to happen without interrupting existing IT operations. As computing power and network connectivity have increased workplace productivity and access to information over the years, the availability of these resources has become essential to daily operations. In most environments, we can no longer do our jobs without them.

Upgrading and improving the way in which we deliver and manage IT services across DOJ will need to happen with little or no impact on the daily support we provide to many thousands of headquarters and field users across the Department. The increasing commoditization of IT further underscores the need for a seamless transition from old models to the new, in order to meet customer needs in an increasingly competitive IT marketplace. DOJ OCIO is organized into several operating units, as are many other Component IT organizations, in order to develop new capabilities while continuing to manage and maintain existing IT services. Changes to the IT business model, coordination, governance, or policy will be executed by these organizations, and these organizations will be restructured as needed in order to effectively and economically provide IT services for DOJ users.