

Questions for Ms. Clare Martorana
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Questions from Chairman Gerald E. Connolly
Subcommittee on Government Operations

July 28, 2021, Hearing: "FITARA 12.0"

1. What are the next steps that you see for the Federal Information Technology Acquisition Reform Act (FITARA) scorecard? What metrics should the Subcommittee consider adding or modifying?

Since the FITARA scorecard's inception in 2015, agencies have achieved success implementing many components of the scorecard. Any modifications of the metrics or standards should be done in collaboration with members from the Chief Information Officers Council (CIOC). As the Co-Chair of this council, I will engage in conversations with the CIOC and work closely with members of this Subcommittee to ensure alignment of vision across the federal government. I support the modification or removal of existing metrics to build a FITARA scorecard that challenges agencies to modernize IT and reflects the progress that we make as a Federal enterprise. As the Subcommittee looks at improving metrics, it is critical to use data sources that are: (1) automated to improve the quality and timeliness of data while minimizing the burden on agencies, (2) available publicly for transparency, and (3) able to be updated over time as the technology landscape evolves.

2. How might the Subcommittee ensure that it has access to the necessary data to more accurately capture agencies' efforts in complying with FITARA and other significant information technology (IT) and cybersecurity laws?

By investing and transitioning to automated data sources to assess our Federal information technology, the reliance on self-reported data by Federal agencies will decrease. Using automated data sources increases the quality, accuracy, and timeliness of data, and reduces the cost and burden of manual reporting. Moreover, designing metrics around intended outcomes will be key to success. I welcome opportunities to work with the Subcommittee to optimize our data collection and to ensure OMB, through the Office of the Federal Chief Information Officer, adequately captures agencies' efforts to comply with FITARA and other IT and cybersecurity laws.

3. How does the Office of Management and Budget (OMB) calculate the cost savings associated with PortfolioStat?

OMB does not calculate cost savings for PortfolioStat. Agencies report potential savings and potential cost avoidance from PortfolioStat on public files posted on their websites. OMB defines cost savings as a reduction in actual expenditures below the projected level of costs to achieve a specific objective and cost avoidance as an action taken in the immediate timeframe that will decrease costs in the future.

4. **What cost saving goals should agencies be expected to achieve annually through PortfolioStat?**

OMB does not have an active Government-wide target for cost savings that agencies should be expected to achieve on an annual basis through PortfolioStat alone. Rather, OMB works with agencies individually and holistically across multiple initiatives (e.g., sharing quality services, data center, digital services, commodity IT, PortfolioStat, software license management) to identify opportunities to achieve cost savings.

5. **When can agencies expect to start receiving funds through the Technology Modernization Fund? What does this timeline look like from application to fund appropriation?**

Agencies submit modernization proposals in a two-phase process, beginning with the Initial Project Proposal (IPP) phase. If the Technology Modernization Board (the Board) accepts an IPP, the agency's project team presents their Full Project Proposal (FPP) to the Board. FPPs with the greatest impact, strongest business case, and highest probability of success are then selected to receive funding from the TMF. Funding is issued in an incremental manner and tied to performance against previously established targets and milestones. The timeline from application to funding may vary with each project as each proposal may spend different amounts of time in each stage of the review process, depending on the proposal's level of readiness. This rigorous process allows ample time for thorough review and vetting of each proposal to ensure that TMF funding is used responsibly.

With respect to the funds appropriated in the American Rescue Plan, the Board is working through a large volume of proposals. More than 40 agencies and their components submitted proposals totaling over \$2 billion. The Board is reviewing proposals rapidly and systematically to ensure that projects with the biggest impact and highest likelihood of success receive funding. The Board started reviewing Full Project Proposals in July and expects to start making awards in the summer and on a rolling basis going forward. Awards will be announced after Congress has been notified and the written agreements are finalized.

6. **As of March 2021, 3.3% of the IT workforce in the federal government was under the age of 30 and 52.5% are over the age of 50. This shortage of younger IT workers will create a staffing and leadership gap in the near future. How will you bring the resources of the federal government to bear in tackling this IT human resources challenges?**

Modernizing and protecting Government systems to deliver high-quality, secure digital services to the American public requires a workforce that is flexible, resilient, and constantly evolving to keep pace with technology. The Administration is committed to building a world-class Government-wide team of professionals with skills in critical technologies like cybersecurity, data science, and artificial intelligence. Teams built from the ground up to support innovative technical work and service design, like the United States Digital Service and GSA's Technology Transformation Services, are important to

recruiting our nation's digital talent, as well as a renewed emphasis on fostering agency internship programs. The CyberCorps Scholarship for Service program at the National Science Foundation, which provides scholarships to college and graduate students pursuing cybersecurity-related degrees in exchange for subsequent Government service, is a great example of the kind of program to the Federal Government should invest in to tackle the IT workforce gap. In addition to improving the Government's hiring and recruiting processes, we must create more professional development opportunities for existing employees, including reskilling high potential employees seeking to move into cybersecurity and other critical areas.

The Federal Government also needs to build a more diverse and mobile pipeline of talent to ensure that the qualified professionals hired into Government better reflect the range of backgrounds and experiences of the American people. The Diversity, Equality, Inclusion, and Accessibility Executive Order (EO 14035) issued in June 2021 is an important demonstration of the Biden-Harris' Administration's commitment to elevating these issues across Government.

7. **How might the Subcommittee incorporate a customer experience metric into the FITARA Scorecard?**

As part of OMB Circular A-11 Section 280 guidance, OMB already collects quarterly performance data from the Federal Government's 25 High Impact Service Providers (HISPs), and publishes this information on Performance.gov. The performance data for the agencies that have a designated HISP could be included in the FITARA Scorecard. The Subcommittee could also consider creating new customer experience performance metrics that would apply to all agencies included on the FITARA Scorecard, such as measuring overall end-user satisfaction with agency software and tools (whether public-facing or internal/business-facing). I would welcome a discussion on how a customer experience metric could be incorporated into the FITARA scorecard with my counterparts from OMB, the CIO Council, and Congress.

8. **Does OMB track agency compliance with the directions provided in the fiscal year 2022 OMB budget passback regarding customer experience and public-facing websites and services? If so, how many federal agencies prioritized these two areas for funding?**

OMB directed agencies to prioritize funding requests associated with customer experience, digitization of forms and services, and the modernization of public facing websites in alignment with the 21st Century Integrated Digital Experience Act and OMB guidance such as Circular A-11 Section 280. OMB reviews agency budget requests along with other related material including but not limited to agency annual 21st Century Integrated Digital Experience Act implementation progress reports, IT investment information reported to the IT Dashboard, agency CX data reported to Performance.gov, and data reported through the Digital Analytics Program to ensure that agencies are aligning and optimizing their funding requests as directed in conformance with other Administration priorities.

9. **What are your views on the potential creation of a federal chief customer experience officer with governmentwide responsibilities for ensuring agencies prioritize customer experience?**

OMB anticipates a need to create a cross-functional CX team within OMB to more strategically manage agency implementation and performance of service delivery and customer experience. We would want to work with the subcommittee on ensuring these responsibilities are being done within OMB, where we already have the crosscutting view of all Federal agencies.