Federal Information Technology Acquisition and Reform Act (FITARA)

Implementation Plan & CIO Assignment Plan

December 2023
Version 2.1

Version Number	Date	Description	Changes to the Version
1.0	08/15/2015	Initial draft of 2015 GSA FITARA Implementation Plan and CIO Assignment Plan.	Not applicable.
1.1	11/9/2015	Second draft of 2015 GSA FITARA Implementation and CIO Assignment Plan.	Addressed OMB comments received for initial draft.
1.2	01/15/2016	Approved version of 2015 GSA FITARA Implementation and CIO Assignment Plan by OMB.	Updated to GSA standard word template.
1.3	04/26/2017	Approved version of plan	Update to CIO Assignment Plan to reflect changes in personnel and GSA IT office and portfolio naming convention.
1.4	03/04/2019	Approved version of plan	Update to CIO Assignment Plan to reflect changes in personnel.
1.5	08/05/2020	Approved version of plan	Update to incorporate revisions to GSA's governance processes.
1.6	03/24/2022	Approved version of plan	Update to CIO Assignment Plan to reflect changes in personnel.
1.7	03/14/2023	Approved version of plan	Update to CIO Assignment Plan to reflect changes in personnel and additional roles.
1.8	05/11/2023	Approved version of plan	Update to CIO Assignment Plan to reflect changes in personnel and additional roles.
1.9	08/10/2023	Approved version of plan	Update to CIO Assignment Plan to reflect a personnel update.
2.0	11/16/2023	Approved version of plan	Update to CIO Assignment Plan to reflect a personnel update.
2.1	12/05/2023	Approved version of plan	Update to CIO Assignment Plan to reflect an additional role

GSA FITARA Implementation and CIO Assignment Plan

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1 Introduction

The General Services Administration (GSA) is pleased to present its implementation plan for the Common Baseline for IT Management as proposed by the Office of Management and Budget (OMB) to assist agencies in meeting the mandates of the Federal Information Technology Acquisition Reform Act (FITARA).

Our plan is characterized by the rigorous governance and functional integration that are outcomes of GSA's consolidation of information technology responsibility and authority under the agency Chief Information Officer that began in 2012. The consolidation of information technology operations anticipated and positions GSA to very effectively respond to the requirements of FITARA and the Common Baseline for IT Management.

The next several pages will outline what GSA is doing to implement the key requirements of the Common Baseline for IT Management. We have, as well, enclosed our CIO Assignment Plan laying out the delegation of authority for GSA IT. Our agency also maintains a GSA Delegations of Authority Manual for all GSA organizations.

2 GSA FITARA Implementation Plan

CIO Role and Responsibilities

2.1 Budget Formulation	
AI.	**Visibility of IT resource plans/decisions to CIO.** The CFO and CIO jointly shall define the level of detail with which IT resource levels are described distinctly from other resources throughout the planning, programming, and budgeting stages. This should serve as the primary input into the IT capital planning and investment control documents submitted with the budget (formerly Exhibits *53* and *300).*
A2.	Visibility of IT resource plans/decisions in budget materials. The CFO and CIO jointly shall define the level of detail with which IT resource levels are described as detailed in AI.
Response: GSA will rely upon a well-established governance framework that is tightly integrated with the budget development and execution processes to support this requirement of FITARA implementation. GSA's CIO is a member of the Enterprise Management Board (EMB) and the IT Advisory Board (ITAB). This provides a firsthand view to upcoming new initiatives, reprogramming requests, and portfolio performance. *The budgeting process, overseen by the CFO, requires the preparation, review, and approval of an Executive Business Case (EBC) for new initiatives, and an Increased Budget Request (IBR) for requests above original costs. The EBC provides the rationale for the proposed investment, describes the alignment of the investment to agency strategy, offers an alternative analysis, posits benefits, and forecasts return on investment. The IBR is a much shortened version of the EBC, but does provide justification and alternatives for the requested increase, as well as impacts if the additional funding were not approved. GSA IT reviews all business cases and IBRs for potential IT components or impacts to the IT portfolio of resources. If there is an IT component, the CIO or the CIO's delegate, the Associate CIO, is required to review and approve the requirements and estimated costs. The outcomes of these reviews inform the updates to the agency capital planning process which results in the input to the agency IT portfolio summary and major IT business cases (formerly Exhibits 53 and 300).*	

B1.	**CIO role in pre-budget submission for programs that include IT and overall portfolio.** The agency head shall ensure the agency-wide budget development process includes the CFO, CAO, and CIO in the planning, programming, and budgeting stages for programs that include IT resources (not just programs that are primarily IT oriented). The agency head, in consultation with the CFO, CIO, and program leadership, shall define the processes by which program leadership works with the CIO to plan an overall portfolio of IT resources that achieve program and business objectives and to develop sound estimates of the necessary IT resources for accomplishing those objectives.

B2.	**CIO role in pre-budget submission for programs that include IT and overall portfolio.** The agency head shall ensure the agency-wide budget development process includes the CFO, CAO, and CIO as described in B1 and that CIO guidelines are applied to the planning of all IT resources during budget formulation. The CFO and program leadership shall work jointly with the CIO to establish the processes and definitions described in B1.

Response: GSA will rely upon existing management controls for FITARA implementation. To streamline and integrate budget, and pre-budget processes,GSA IT and OCFO teams have collaborated to develop the GSA budget, Executive Business Case (EBC), and IBR guidance and templates. The OCFO and the CIO (or the CIO's designees, the Associate CIOs) review all new IT investment requests to ensure alignment with agency and business strategies, conformity with GSA's enterprise architecture, and to prevent duplication, and capitalize on opportunities for shared services or reusable technology solutions. While GSA IT is exclusively responsible for IT resourcing and management, the existing enterprise governance structure is leveraged to review both IT and non-IT requests. Budget requests are presented to GSA senior-level governance groups, of which, the CFO, CIO, CAO are members, in addition to the Deputy Administrator and business line Commissioners.

The GSA Capital Planning Investment Control (CPIC) team maintains criteria, based on OMB guidelines, for categorizing an IT investment as major or non-major. If an investment meets at least one of the criteria, it is considered a major; and those that do not meet at least one of the criteria are considered non-majors. The CIO, through the GSA enterprise governance structure, reviews the existing IT portfolio (includes major and non-major investments) on an ongoing basis through the agency Capital Planning processes, high risk investment reviews, project health checks, benefits realization, and application rationalization processes.

C1.	**CIO role in planning program management.** The CIO shall be included in the internal planning processes for how the agency uses IT resources to achieve its objectives. The CIO shall approve the IT components of any plans, through a process defined by the agency head that balances IT investments with other uses of agency funding. This includes CIO involvement with planning for IT resources at all points in their lifecycle, including operations and disposition or migration.
C2.	**CIO role in program management**. CIO, CFO, and program leadership shall define an agency-wide process by that the CIO shall advise on all planning described in C1.

Response: As an outcome of GSA IT consolidation, the GSA CIO oversees [or participates in the governance of] the operations and delivery of IT services for the entire agency. All initiatives with an IT component are reviewed by the CIO or the CIO's designees, the Associate CIOs. This is made possible through the CIO's representation on governance boards (through the Associate CIOs) around the agency and through the collaboration of the CIO and CFO on the agency budgeting process.

The GSA CIO or his designees, the Associate CIOs, review not only EBCs, but all IT budget requests in accordance with GSA budget processes. While GSA IT is exclusively responsible for IT resourcing and management, the existing enterprise IT governance structure is leveraged to review EBCs for both IT and non-IT requests. The CIO (or CIO's designee) reviews and validates non-IT requests helping to ensure there is no impact to the IT Portfolio.

The CIO, through the GSA Enterprise Governance structure, reviews the existing IT portfolio (includes majors

and non majors) on an ongoing basis through the Agency Capital Planning processes, and investment reviews.

D1.	**CIO reviews and approves major IT investment portion of budget request**. Agency budget justification materials in their initial budget submission to OMB shall include a statement that affirms: ● the CIO has reviewed and approves the major IT investments portion of this budget request; ● the CFO and CIO jointly affirm that the CIO had a significant role in reviewing planned IT support for major program objectives and significant increases and decreases in IT resources; and ● the IT Portfolio (formerly Exhibit 53) includes appropriate estimates of all IT resources included in the budget request.
D2.	**CIO and CFO Certify IT Portfolio.** The CFO shall work with the CIO to establish the affirmations in D1.

Response: We have reviewed the relevant text in Circular A-11 - Sec. 51.3, Analysis of resources. GSA IT and the CFO included these affirmations in the September budget (FY17) submission. This practice will be continued in all future submissions.

2.2 Budget Execution	
E1	**Ongoing CIO engagement with program managers.** The CIO should establish and maintain a process to regularly engage with program managers to evaluate IT resources supporting each agency strategic objective. It should be the CIO and program managers' shared responsibility to ensure that legacy and on-going IT investments are appropriately delivering customer value and meeting the business objectives of programs.
E2	**Ongoing CIO engagement with program managers.** Program managers shall work with the CIO to define IT performance metrics and strategies to support fulfillment of agency strategic objectives defined in the agency's strategic plan.

Response: GSA will maintain its established practice for FITARA implementation. GSA's CIO is a member of the IT Advisory Board (ITAB) within GSA IT and the Enterprise Management Board (EMB) at GSA and maintains line of sight accountability, through the Associate CIOs, to portfolio-level (or business line) governance boards. This provides a firsthand view to upcoming new initiatives, reprogramming requests, and portfolio performance. The budgeting process, overseen by the CFO, requires the preparation, review, and approval of an EBC or an IBR for all new and/or increased funding initiatives. The EBC provides the rationale for the proposed investment, describes the alignment of the investment to agency business and IT strategy, offers an alternatives analysis, posits benefits, and forecasts return on investment. The EBC also contains investment performance metrics supporting the business and IT strategic goals and planned performance targets are identified. The IBR is a much shortened version of the EBC, but does provide justification and alternatives for the requested increase, as well as impacts if the additional funding is not approved. GSA IT reviews all EBCs and IBRs for potential IT components or impacts to the IT portfolio of resources. The outcomes of these reviews inform the updates to the agency capital planning process which results in the input to the agency IT portfolio summary and major IT business cases (formerly Exhibits 53 and 300).

GSA has a formal integrated Capital Planning and Investment Control process. The CIO works closely with the program managers to establish criteria for determining the ongoing health of their investments. The CIO meets with the program managers/investment owners on a regular basis to review the health of their investments.

On a monthly basis, the CIO and/or his delegates, the Associate CIOs, conducts a review of the information contained in the monthly control reports for all GSA Major IT Investments. The reports are scored against established criteria that have been communicated with the Project Managers and Investment Owners to ensure that investments are within EVM variance, meeting performance measures goals, monitoring risks, and exhibiting strong project management. Preliminary ratings are sent to the project managers and sponsors of the investments, and the CIO works with them to correct minor discrepancies and track progress towards resolving performance issues.

The Associate CIOs regularly meet with the business leaders within the Portfolios they support. They also participate in business line governance meetings to support IT decision-making.

F1.	**Visibility of IT planned expenditure reporting to CIO.** The CFO, CAO and CIO should define agency-wide policy for the level of detail of planned expenditure reporting for all transactions that include IT resources.
F2.	**Visibility of IT planned expenditure reporting to CIO.** The CFO, CAO and CIO shall define agency-wide policy for the level of detail of planned expenditure reporting for all transactions that include IT resources.

Response: All GSA IT expenditures, including funds spent in GSA IT or elsewhere within the Agency, are entered into the Financial Planning Application (FPA), used for agency-wide annual planning, during budget formulation. Once GSA organizations enter requests into FPA, the CIO will review IT related requests and coordinate with those organizations as budgets are reviewed and approved. After approval, the CIO will monitor IT expenditures. Financial obligations spent against the plan are tracked in Pegasys, the GSA financial system. The CFO provides guidance on the level of detail required in FPA each year. Based on OMB direction for Capital Planning and IT reporting, the CIO provides guidance to IT Investment owners on the level of detail required for the agency IT portfolio summary and major IT business cases (formerly Exhibits 53 and 300). The CIO ensures that capital planning numbers match the FPA data. On a quarterly basis, the CIO and the CFO perform a line by line review of the IT expenditures. There is a limited amount of IT spending in GSA that occurs outside the bounds of the GSA IT budget. Some parts of this, i.e. eGov investments, may remain outside of GSA IT pending resolution of how these fit in the statute.

G1.	**CIO defines IT processes and policies.** The CIO defines the development processes, milestones, review gates and the overall policies for all capital planning, enterprise architecture, and project management and reporting for IT resources. At a minimum, these processes shall ensure that the CIO certifies that IT resources are adequately implementing incremental development (as defined in the below definitions). The CIO should ensure that such processes and policies address each category of IT resources appropriately—for example, it may not be appropriate to apply the same process or policy to highly customized mission-specific applications and back office enterprise IT systems depending on the agency environment. These policies shall be posted publicly at agency.gov/digital strategy, included as a downloadable dataset in the agency's Public Data Listing, and shared with OMB through the IDC. For more information, see OMB Circular A-130, Management of Information Resources.
	Response: With the consolidation of IT at GSA, the CIO oversees all aspects of IT operations management. Instructional Letters, policy directives, and formal guidance are published under the CIO's signature. GSA will depend upon this institutional norm for FITARA implementation. In FY2015, GSA IT undertook a cover-to-cover revision of its guidance for system development lifecycle management. This was done to acknowledge the prominence of Cloud-based solutions, Agile, and incremental delivery of functionality as a product of the Agile method of development. GSA IT teams have moved from traditional waterfall delivery to agile, incremental development for IT projects by requiring project managers to structure major IT acquisitions into useful segments with a narrow scope and brief duration.

H1.	**CIO role on program governance boards.** In order to ensure early matching of appropriate IT with program objectives, the CIO shall be a member of governance boards that include IT resources (including "shadow IT" or "hidden IT"—see definitions), including bureau Investment Review Boards (IRB). The CIO shall notify OMB of all governance boards the CIO is a member of and at least annually update this notification.
H2.	Participate with CIO on governance boards as appropriate.
	Response: GSA will rely upon the well-established enterprise governance framework that is tightly integrated with the budget development and execution processes to support this requirement of FITARA implementation. GSA's CIO is a member of the Enterprise Management Board (EMB), which is an executive leadership committee focused on enterprise-wide strategy, risk, and investment initiatives. The EMB is the forum for GSA to manage cross-cutting priorities that impact the enterprise and require involvement and direction from senior leaders across Service and Staff Offices. Additionally, the CIO is aware of IT investment planning and decisions through the ACIOs involvement in other GSA governance boards, including the PBS IT Governance Board (ITGB) and FAS Leadership Council. These governance groups: ● *Make final recommendations on the IT investment portfolio* ● *Ensure business cases are sound; confirm business cases align to SSO/Program Office and GSA's long-term goals* ● *Assess internal reviews, evaluations, and audits of proposed initiatives that analyze the cost(s) and benefit(s) of each initiative*

- *Ensure an adequate return on investment (ROI), either financial or performance*
- *Give assurance that the proposed investment will meet service delivery needs*
- *Gauge project risk, complexity, and level of analysis required*
- *Confirm funding is available and check for duplicative solutions to requirements*

Using application rationalization and prioritization methods, business and IT stakeholders across GSA work together to understand and define portfolio and enterprise needs and priorities. Boards at each level of governance recommend and approve off-cycle investment concepts and review the annual IT budget request, funding allocations, tradeoffs, prioritizations, and changes to established budgets.

2.3 Acquisition

I1.	Shared acquisition and procurement responsibilities. The CIO reviews all cost estimates of IT related costs and ensures all acquisition strategies and acquisition plans that include IT apply adequate incremental development principles (see definitions).
I2.	Shared acquisition and procurement responsibilities. The CAO, in consultation with the CIO and, where appropriate, CFO shall ensure there is an agency-wide process to ensure all acquisitions that include IT:

Are led by personnel with appropriate federal acquisition certifications (FACs), including specialized IT certifications as appropriate.

Response: GSA will use the existing FAI federal acquisition certification (FAC) framework to certify acquisition Program/Project Managers (P/PMs). This framework includes the OFPP FAC P/PM Memorandum, the competency models referenced therein for core P/PM certification and the core-plus IT specialization, the P/PM Functional Advisory Board to coordinate periodic efforts to re-validate and refine the competency models, and the FAITAS system to manage the certification process.

FAI will leverage feedback from acquisition P/PMs, Acquisition Career Managers, CIOs, CAOs, CHCOs, and other Federal stakeholders of the FAC P/PM core-plus IT specialization program, to develop and refine additional core and specialty track competency models, training offerings, and certification programs for COR, P/PM and Contracting personnel.

For example, capitalizing on the imperatives established by M-15-14, GSA is working with OMB to convene an Interagency IT Program Management Summit with the CIO, CAO, CHCO, and other stakeholder communities, to better align and integrate our collective workforce development efforts. The focus of this first summit will be to develop a consensus outline of an integrated governance model for the IT Technical, IT Acquisition, and IT Program Management competency spaces. Such a model will (1) assure agency-level flexibility to develop an IT workforce capable of meeting unique mission requirements, (2) permit faster promulgation of government-wide IT and acquisition policies, and (3) enable enhanced portability of workforce skills and certifications across agencies, support greater career mobility for acquisition professionals, simplify the certification process, and reduce workforce development costs.

During FY16, GSA will begin to establish criteria and initiate programs to identify and develop an IT cadre within GSA.

- *GSA plans to deploy the specialized career path for IT Program and Project Managers.*

- *GSA plans to launch an IT Acquisition Cadre Dashboard to promote transparency and accountability in the management of GSA's Capital Asset Programs (Exhibits 300).*
- *Subject to the deployment of new policy and guidance, GSA also plans to deploy the specialized career path for IT Contracting Professionals.*

During FY17, GSA will build on these programs:

- *GSA plans to develop a competency assessment to evaluate skill gaps of the IT Cadre across GSA.*
- *GSA may develop a cross-functional training program for acquisition IT and program personnel or other applicable methodologies to close skill gaps.*
- *GSA may explore a peer review process for IT Acquisitions.*

GSA continues to make progress on the initiatives identified above and regularly reports the status to OMB.

Are reviewed for opportunities to leverage acquisition initiatives such as shared services, category management, strategic sourcing and incremental or modular contracting and use such approaches as appropriate:

Response: As a part of acquisition planning, the FAR requires procurement teams to evaluate all feasible acquisition alternatives, identify prospective sources, and conduct market research, special contracting methods, and other contracting considerations as they apply to the procurement. As a part of evaluating these elements of an acquisition, contracting teams are inherently reviewing opportunities to leverage acquisition initiatives such as shared services, category management, strategic sourcing, and incremental or modular contracting to determine their applicability and feasibility for each procurement.

The agency CIO coordinates groups like 18F, Federal Acquisition Service (FAS) Office of Integrated Technology Services (ITS), and OGP for the delivery of shared services. GSA's Unified Shared Services Management (USSM) office, under GSA OGP (Office of Governmentwide Policy), sets forth policies, procedures, processes and best practices to enable feasible and innovative shared services across the federal government. GSA IT collaborates with the USSM office as the government-wide Shared Service Center (SSC) and will ensure proper involvement of the CIO and adaptation of the governance process for shared services across GSA.

Are supported by cost estimates that have been reviewed by the CIO.

Response: While the FAR does not require cost estimates for all procurements, it is common and customary for contracting officers to request them for all moderate to large sized procurements to support them in determining the requirements that will govern their procurement. Cost estimates are provided by the program office requesting the purchase and are required to be signed and dated by the responsible government official. If the estimate is prepared using contract support, the signature page must clearly indicate a Government associate has reviewed and approved the estimate. If estimates are required and/or requested for IT purchases, they should be prepared and/or approved by a responsible government official from the CIO's office.

In the case that procurement contains an IT component as a subset of a larger non-IT purchase, resulting in the estimate being prepared by someone other than the CIO's office, and then review of the estimate can be achieved through the acquisition plan routing. Since estimates are required to be included in written acquisition

plans and written acquisition plans are then routed through various individuals, the contracting officer can include the CIO's office in the routing list to ensure review and approval.

J1.	**CIO role in recommending modification, termination, or pause of IT projects or initiatives**. The CIO shall conduct TechStat reviews or use other applicable performance measurements to evaluate the use of the IT resources of the agency. The CIO may recommend to the agency head the modification, pause, or termination of any acquisition, investment, or activity that includes a significant IT component based on the CIO's evaluation, within the terms of the relevant contracts and applicable regulations.

Response: GSA IT has adopted a proactive process that combines actively monitoring project performance through regular in-process reviews known as project health checks and monthly high risk assessments. The process synthesizes investment management and project management oversight. Monthly project health checks assess major IT initiative performance and risk management. In turn, the outcome of the health checks factor into the monthly rating of investments reported on the IT Dashboard by GSA's portfolio management team. It provides for a deep dive into risks and performance challenges, root cause analysis, corrective measures, and the path forward. The CIO and senior IT leadership assess the findings and may recommend to the Administrator a course of action that incorporates an executive review of a project or initiative, a TechStat, or modifies, temporarily halts, or terminates work on IT projects or investments.

K1.	**CIO review and approval of acquisition strategy and acquisition plan**. Agencies shall not approve an acquisition strategy or acquisition plan (as described in FAR Part 724) or interagency agreement (such as those used to support purchases through another agency) that includes IT without review and approval by the agency CIO. For contract actions that contain IT without an approved acquisition strategy or acquisition plan, the CIO shall review and approve the action itself. The CIO shall primarily consider the following factors when reviewing acquisition strategies and acquisition plans: ● Appropriateness of contract type; ● Appropriateness of IT related portions of statement of needs or statement of work; ● Appropriateness of above with respect to the mission and business objectives supported by the IT strategic plan; and ● Alignment with mission and program objectives in consultation with program leadership.
K2.	**CAO is responsible for ensuring contract actions that contain IT are consistent with CIO approved acquisition strategies and plans.**

Response: The FAR requires contracting teams to plan all acquisitions. This is primarily achieved through written acquisition plans that are prepared by contracting officers in conjunction with the requesting office and other stakeholders as appropriate. Once prepared, written acquisition plans are routed through various individuals, including the requesting office. When the requestor is the CIO office, the acquisition plan will be developed in close collaboration with CIO staff to ensure requirements, scope, etc. are consistent with CIO approved acquisition strategies and plans.

In the event that procurement contains an IT component as a subset of a larger non-IT purchase, then the contracting officer will ensure that the Office of the CIO is included in the routing list for the Acquisition Plan to

ensure review and approval.

After the initial approval of an acquisition plan, the FAR requires the planner to review and revise the plan as appropriate "whenever significant changes occur, and no less often than annually." If any proposed contract modification were to substantially change the scope of a contract such that it rendered the acquisition inconsistent with the project's acquisition strategy, including IT requirements, then this would trigger an update to the acquisition plan, which would again be subject to review by the Office of the CIO.

L1.	**CIO approval of reprogramming**. The CIO must approve any movement of funds for IT resources that requires Congressional notifications.
L2.	**CIO approval of reprogramming.** The CFO shall ensure any notifications under L1 are approved by the CIO prior to submission to OMB.

Response: The GSA IT budget does not contain appropriated funding, but GSA does manage appropriated funding that may support information technology. Formulation and reprogramming of funds are managed by the governance processes within the offices with appropriated funds. GSA IT is funded through the Working Capital Fund; therefore costs are billed back to Agency customers who may use appropriated funds to pay for IT services.

GSA IT has established processes to review change requests during the fiscal year and feeds change requests into the established governance process to ensure changes meet mission needs, are of appropriate priority, and to identify trade-offs if necessary. During the execution year, GSA IT regularly reviews activity against the spend plan, including monitoring obligations. When the actual obligations are lower than the budgeted amount any unused funding may be repurposed to projects approved by governance. During annual budget formulation processes, the CIO, CFO, Administrator and internal customers review plans and identify changes to overall cost. The CFO or the office with the appropriated funds will identify any changes that require Congressional notifications so they can be reviewed.

In addition, the agency conducts a quarterly review of contracts by the CFO's office. GSA IT has direct visibility and input into IT-related contracts including shifts in priority and reprogramming of IT-related funds. On a quarterly basis, the CFO's office, with direct input and visibility from the CIO, or his designee, reviews all contracts meeting defined criteria to ensure their continued basis of need, appropriate funding levels, and acceptable levels of performance and service or product delivery.

2.4 Organization and Workforce	
M1	**CIO approves bureau CIOs.** The CIO shall be involved in the recruitment and shall approve the selection of any new bureau CIO (includes bureau leadership with CIO duties but not title-see definitions). The title and responsibilities of current bureau CIOs may be designated or transferred to other agency personnel by the agency head or his or her designee as appropriate and such decisions may take into consideration recommendations from the agency CIO.

Response: There are no bureau CIOs at GSA. Neither the title nor the duties of the CIO exist outside GSA IT. The Associate CIOs report to the CIO and are the CIO's delegate in specific instances.

In 2012 during a top-to-bottom analysis of GSA's IT operations and assets, it was determined there was substantial redundancy and inefficiency in the then-federated model. Subsequent to this determination, the agency undertook a program to consolidate all IT operations under a single entity, the GSA Chief Information Officer. Authority and responsibility for the IT portfolio was centralized under the CIO and the service and staff office "CIOs" subordinated to the agency CIO.

N1	**CIO role in ongoing bureau CIOs' evaluations**. The CHCO and CIO shall jointly establish an agency-wide critical element (or elements) included in all bureau CIOs' performance evaluations. In cases where the bureau CIO is a member of the Senior Executive Service and the agency uses the Basic SES Appraisal System, this critical element(s) is an "agency-specific performance requirement" in· the Executive Performance Plan. Each such agency may determine that critical element(s) (ECQs) contain these requirements. For agencies that do not use the Basic SES Appraisal System or for bureau CIOs who are not members of the SES, then these shall be critical elements in their evaluations. The [agency] CIO must identify "key bureau CIOs" and provide input to the rating official for this critical element(s) for at least all "key bureau CIOs" at the time of the initial summary rating and for any required progress reviews. The rating official will consider the input from the [agency] CIO when determining the initial summary rating and discuss it with the bureau CIO during progress reviews.
N2.	**CIO role in ongoing bureau CIOs' evaluations.** The CHCO and CIO shall jointly establish an agency-wide critical element (or elements) for the evaluation of bureau CIOs as described in N I.

Response: No bureau CIOs at GSA. The Associate CIOs report to the agency CIO who oversees their performance plans and evaluations. To ensure the CIO has full visibility into all agency IT investments, the CIO participates in governance reviews on a business line level. To further support this process, the Associate CIOs work closely with the business lines to ensure full visibility into IT investment.

OI.	**Bureau IT Leadership Directory**. CIO and CHCO will conduct a survey of all bureau CIOs and CIO and CHCO will jointly publish a dataset identifying all bureau officials with title of CIO or duties of a CIO. This shall be posted as a public dataset based on instructions in the IDC by August 15, 2015 and kept uo to date thereafter. The report will identify for each: - Employment type (e.g. GS, SES, SL, ST, etc) - Type of appointment (e.g. career, appointed, etc) - Other responsibilities (e.g. full-time CIO or combination CIO/CFO) - Evaluation "rating official" (e.g. bureau head, other official) - Evaluation "reviewing official" (if used) - Whether [agency] CIO identifies this bureau CIO as a "key bureau CIO" and thus requires the [agency] CIO to provide rating official input into the agency-wide critical element(s) described in N I.

O2.	Bureau IT Leadership Directory. CHCO will work with CIO to develop the Bureau IT Leadership Directory as described in OI.

Response:
There are neither bureaus nor bureau IT leadership roles at GSA. There are within GSA IT, Associate CIOs who, though not titled as CIO and not bearing the same authority or accountability, do influence decisions on IT resources. These individuals will be cited in the Directory.

P1	**IT Workforce.** The CIO and CHCO will develop a set of competency requirements for IT staff and develop and maintain a current workforce planning process to ensure the department/agency can (a) anticipate and respond to changing mission requirements, (b) maintain workforce skills in a rapidly developing IT environment, and (c) recruit and retain the IT talent needed to accomplish the mission.
P2	**IT Workforce.** CIO and CHCO-and CAO where relevant-shall develop a set of competency requirements for IT staff, including IT leadership positions, and develop and maintain a current workforce planning process to ensure the department/agency can (a) anticipate and respond to changing mission requirements, (b) maintain workforce skills in a rapidly developing IT environment, and (c) recruit and retain the IT talent needed to accomplish the mission.

Response: *The IT skills assessment working group, an agency-wide team of subject matter experts tasked with developing a slate of core competencies for IT professionals (Series 2210) at GSA, concluded its work in July 2015. The team's recommendations have been approved by GSA IT leadership approval (July 2015) and submitted to the Agency CHCO for final review. Concurrently, the Offices of Government Policy, Human Resources Management, and GSA IT have been engaged in workforce planning efforts that are focused on IT professionals, IT Project Management Professionals, and IT Acquisition professionals. We implemented the outcomes of the competency/skills assessment in FY2016 and will continue to use the analysis to support IT workforce planning needs..*

Q1.	**CIO reports to the agency head (or deputy/COO).** As required by the Clinger Cohen Act and left in place by FITARA, the CIO "shall report directly to such agency head to carry out the responsibilities of the agency under this subchapter."
	This provision remains unchanged, though certain agencies have since implemented legislation under which the CIO and other management officials report to a COO, Undersecretary for Management, Assistant Secretary for Administration, or similar management executive; in these cases to remain consistent with the Clinger Cohen requirement as left unchanged by FITARA, the CIO shall have direct access to the agency head (i.e. the Secretary or Deputy Secretary serving on the Secretary's behalf) regarding programs that include information technology.

Response: *The GSA agency CIO reports to the COO/Deputy Administrator of GSA. This relationship was defined during the CXO consolidation effort that began in 2012.*

3 GSA FITARA CIO Assignment Plan

The Associate CIOs (ACIOs) for Public Building IT Services, Corporate IT Services, and Acquisition IT Services, and the Chief Technology Officer are granted authority to oversee the routine IT operations for those respective portfolios, which include: participation in governance meetings with the business lines as appropriate, IT program reviews, contract and budget reviews, reprogramming requests and baseline change requests.

Accountability is line-of-sight as these individuals are direct reports acting for the CIO with a specific charter governing the breadth of authority. IT budget approval and contract approval for major IT investments (as defined in A-11) will not be delegated.

Similarly, the Chief Data Officer, Chief Privacy Officer, Chief Information Security Officer (CISO), Associate CIO for Digital Infrastructure Technologies, and the Associate CIO for Digital Infrastructure Technologies are granted authority to oversee routine operations for their specific offices, including: IT program reviews, contract and budget reviews, reprogramming requests and baseline change requests. GSA's Delegations of Authority Manual Chapter 9 for GSA IT is found at this link (available only to those on GSA's network).

Delegation of Authority

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Name	Title	Contact Information
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Zachary Whitman	Chief Artificial Intelligence Officer (CAIO)	zach.whitman@gsa.gov
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Sagar Samant	Associate CIO, Acquisition IT Services	sagar.samant@gsa.gov
Philip Klokis	Associate CIO, Public Buildings IT Services	philip.klokis@gsa.gov
Elizabeth DelNegro	Associate CIO, Corporate IT Services	elizabeth.delnegro@gsa.gov
Enterprise Management Review Board (EMB)	CIO, Voting Member	enterprise-it-governance@gsa.gov

The operations of the EMB and business line governance boards are described below.

To ensure informed decision making and effective management of its resources and IT investments, GSA established the GSA-level EMB. The EMB is presided over by the GSA Deputy Administrator, with the GSA CFO as the co-chair of this board, responsible for identifying, selecting, and prioritizing IT needs within GSA. Based on criteria established by the Enterprise Management Board (EMB), of which the CIO is a voting member, high value/risk/visibility initiatives are escalated for additional review. The EMB:

- Provides direct oversight on specific enterprise-wide investments or initiatives. Members can recommend specific investments or topics for review.

- Sets long-term direction to drive strategies, risk assessment & mitigation, investment planning, and decision-making.

- Reviews ongoing/legacy investments to ensure the delivery of planned outcomes (risk, enterprise-focused, external facing, GSA strategic).

Supporting the EMB are business line or portfolio-focused governance boards that provide enterprise and business-line recommendations for the Services and Staff offices (SSOs). The CIO is represented by the Associate CIOs. The boards:

- Make recommendations on the investment portfolios
- Ensure business cases are sound and align to SSO/Program Office and GSA's long-term goals
- Assess internal reviews, evaluations, and audits of proposed initiatives that analyze the cost(s) and benefit(s) of each initiative
- Ensure an adequate return on investment (ROI)
- Give assurance that the proposed investment will meet service delivery needs
- Gauge project risk, complexity, and level of analysis required
- Confirm funding is available and checks for duplicative solutions to requirement
- Confirm if investment meets established threshold for EMB review

The charters of the business line governance boards delegate portfolio-level authority to the boards

and the Associate CIOs, who are representing the CIO at this level and are direct reports. Decisions and recommendations made by these business line governance boards are communicated to the CIO, ensuring CIO-level accountability and oversight of GSA's IT decisions.