Content Summary

This presentation discusses a full scope practice mechanism and comprehensive components involved for IT strategic planning and performance measurement integration in federal government domain. It contains:

- The landscape of strategic planning and performance measurement
- IT strategic planning structure, model, and lifecycle for practice
- Performance measurement model
- IT strategic planning and performance measurement integration
- Performance management system
Landscape for Strategic Planning and Performance Measurement

IT Strategic and Tactical Plans

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IT Strategic Planning Structure
-- Components and Relationships

- "As Is" IT Strategic Plan
- New Business Requirements
- Performance Evaluation Results and Action Plan
- Updated Guidance From:
  - Business Strategic Plan
  - OMB A-11
  - FEA PRM
  - GPRA
  - PART

Enterprise IT Strategic Planning Program

- Five-Year Enterprise IT Strategic Plan
- Two-Year IT Tactical Plan
- Annual IRM and Performance Plan

Strategic IT Performance Management System (with repository and tools)

- Division IT Strategic Plans
- Performance Data Interaction From divisions
- Various Performance Reports

Business Program Planning and Performance Measurements

IT Strategic Planning Governance and Policy

Capital Planning and Investment Control

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IT Strategic Planning Model

Business Strategic Plan

IT Strategic Plan

IT Tactical Plan

IT Initiatives

Prioritized Projects

Annual IRM and Performance Plan

Strategic IT Performance Management System

Enterprise Architecture

CPIC

Performance Budgeting

Annual Performance Plan

Performance Data Collection

Annual program performance reporting

Feedback for next round planning process

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## IT Strategic Planning Lifecycle Framework

### Context Understanding
- Business goals, objectives, outcomes, and Strategic Plan
- Existing IT Strategic Plan
- IT baseline and performance results
- External drivers: legislation, policies, technology, standards, etc.
- Internal drivers: Secretary’s priorities, business needs, customer/stakeholder requirements, IG audits, etc.

### Strategy Development
**Five-Year Enterprise IT Strategic Plan**
- IT mission and vision
- IT goals and objectives
- Performance goals and measures
- IT strategy model
- IT strategic planning framework
- IT strategic planning program
- Linkage with the Tactical Plan and Performance Management System

### Strategy Implementation
**Two-Year Tactical Plan**
- Strategic plan for IT infrastructure based on EA
- IT initiative update, with performance goals, measurements, and alignment with EA

**Performance Budgeting & CPIC processes**

**Annual IRM and Performance Plan**
- IT and management initiatives in scope
- Performance goals, targets, and measures
- Update of operational roadmap

### Performance Measurement and Evaluation
**Performance Management System**
- Performance reference model
- Performance measurement methodologies
- Performance measurement processes (in performance data collection, analysis and reporting)
- Performance measurement tools (to support performance tracking, analysis, and reporting, as well as decision-making)
# Performance Measurement Model and Examples -- Planned Measures

## IT Strategic Objectives
Provide integrated information services across internal agency, external partners, and the public.

<table>
<thead>
<tr>
<th>Performance Goals</th>
<th>Performance Measures</th>
<th>Performance Indicators</th>
</tr>
</thead>
</table>
| Goal 1: Improved integration of public service information  
Goal 2: xxxxx | Percentage of data sources integrated  
Percentage of systems interoperable | Data sources integrated: 60%
Systems interoperable: 50% |

## Initiative Objectives

### Initiative A
Objective: Integrate Systems and Services

- Interoperable systems and services for selected business areas

<table>
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<tr>
<th>Performance Goals</th>
<th>Performance Measures</th>
<th>Performance Indicators</th>
</tr>
</thead>
</table>
|                   | Percentage of systems and services integrated  
Percentage of interoperable systems and services | Systems and services integrated: 60%
Interoperable systems and services: 50% |

### Initiative B
Objective: Integrate Data Management Systems

- A federated data management system

<table>
<thead>
<tr>
<th>Performance Goals</th>
<th>Performance Measures</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percentage of the data management systems joined federation</td>
<td>Data management systems joined federation: 60%</td>
</tr>
</tbody>
</table>

### Initiative C
Objective: Consolidated Health Informatics

- Established standard for Federal agencies and departments

<table>
<thead>
<tr>
<th>Performance Goals</th>
<th>Performance Measures</th>
<th>Performance Indicators</th>
</tr>
</thead>
</table>
|                   | Standard coverage for informatics domains  
Stakeholder adoption and acceptance | Standard coverage: 65%
Stakeholder adoption and acceptance: 80% |
## Performance Measurement Model and Examples -- Actual Results

<table>
<thead>
<tr>
<th>IT Strategic Objectives</th>
<th>Performance Goals</th>
<th>Performance Outcome Measures</th>
<th>Performance Outcome Indicators</th>
</tr>
</thead>
</table>
| Provide integrated information services across internal agency, external partners, and the public. | • Goal 1: Improved integration of public service information  
• Goal 2: xxxxx | • Percentage of data sources integrated  
• Percentage of systems interoperable | • Data sources integrated: 60%  
• Systems interoperable: 50% |

<table>
<thead>
<tr>
<th>Initiative Objectives</th>
<th>Performance Goals</th>
<th>Outcome Measures</th>
<th>Outcomes Indicators</th>
</tr>
</thead>
</table>
| **Initiative A**  
Objective: Integrate Systems and Services | • Interoperable systems and services for selected business areas | • Percentage of systems and services integrated  
• Percentage of interoperable systems and services | • Systems and services integrated: 51%  
• Interoperable systems and services: 49% |
| **Initiative B**  
Objective: Integrate Data Management Systems | • A federated data management system | • Percentage of the data management systems joined federation | • Data management systems joined federation: 60% |
| **Initiative C**  
Objective: Consolidated Health Informatics | • Established standard for Federal agencies and departments | • Standard coverage for informatics domains  
• Stakeholder adoption and acceptance | • Standard coverage: 66%  
• Stakeholder adoption and acceptance: 81% |

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Framework for IT Strategic Plan and Performance Measurement Integration

IT Strategic Plan
- Strategic Mission, Goals and Objectives
- IT Strategic Mission, Goals and Objectives
- Performance Goals and Measures for IT strategic objectives

IT Tactical Plan
- IT Services & Infrastructure Plan
- Performance Goals and Measures for IT Initiatives

Performance Management System
- IT Performance Reference Model
- Performance metadata and data repository
- Performance data collection, analysis, and reporting tools

Various performance reports

Internal and external auditing

OMB A-11 (include GPRA)
FEA PRM
Internal Business Reqs
PART
CPIC Processes
Performance data input and update from initiative owners and participants

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Integration of Strategic Plans, CPIC, and Performance Measurement

Business Strategic Plan

Enterprise Architecture
IT Strategic Plan
Performance Measurement and Reporting
Sub-orgs major IT Investments Performance Reporting

Provides guidance, requirements, and IT transition plan
Provides IT strategic goals, implementation strategies, and performance measures
Analyzes performance results, and reports progress on strategic/performance goals
Bottom-up performance results collection

Define initiatives and associated projects

Filtering

Project A
Project B
Project C
Project D
Project E

IT initiatives and projects are defined based on internal and external drivers with complying with the guidance from EA and strategic plan

CPIC conducts selection process that approves or denies investments
Budget process reviews CPIC approved IT investments that approves, denies, or adjust project funds
CPIC conducts control process
CPIC conducts evaluation process, as appropriate

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The Performance Management System consists of:

- Performance Measurement Approach
- Performance Reference Model
- Performance Measurement Model (Matrix)
- Performance Measurement Process Model
- Performance Measurement Tools
- Performance Management Framework

It enables actual performance measurements and tracking of initiatives, programs, and projects, as well as alignment with IT strategic objectives.
Performance Measurement Approach

- Identify roles and responsibilities for performance measurement
- Identify measurement models and processes
- Define methods for performance measurement, analysis, and reporting
- Identify tools for performance measurement and data management support
A Performance Reference Model can be created based on FEA Performance Reference Model and performance measurement guidance from OMB A-11, GPRA, PART, GAO, internal business requirements, etc. The content for an agency PRM can include:

- Measurement areas and categories (what is measured)
- Multi-dimensional performance indicators
- Performance matrix

The Performance Reference Model for IT can be considered as a sub-model.
## Performance Reference Model (2)

<table>
<thead>
<tr>
<th>Measurement Areas</th>
<th>Measurement Categories</th>
<th>Measurement Dimensions</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Measurements for Strategic Objectives</td>
<td>List of the performance goals (created based on strategic objectives and BRM)</td>
<td>List the measurement dimensions for each performance goal</td>
<td>List the performance indicators for each performance dimension</td>
</tr>
<tr>
<td>Customer Results Measurements</td>
<td>List of categories for customer results measurements</td>
<td>List the measurement dimensions for each category</td>
<td>List the performance indicators for each performance dimension</td>
</tr>
<tr>
<td>Business Programs, Processes, and Activities Supported</td>
<td>List of the supported programs, processes, and activities</td>
<td>List the measurement dimensions for each program, process, or activity</td>
<td>List the performance indicators for each performance dimension</td>
</tr>
<tr>
<td>Technology Measurements</td>
<td>Infrastructure, services, applications, systems, etc.</td>
<td>List the measurement dimensions for each category</td>
<td>List the performance indicators for each performance dimension</td>
</tr>
<tr>
<td>Capital Planning and Budgeting</td>
<td>List of categories for capital planning and budgeting</td>
<td>List the measurement dimensions for each category</td>
<td>List the performance indicators for each performance dimension</td>
</tr>
<tr>
<td>Resource Management</td>
<td>List of categories for resource management</td>
<td>List the measurement dimensions for each category</td>
<td>List the performance indicators for each performance dimension</td>
</tr>
</tbody>
</table>
Performance Measurement Process Model

1. Define Measures
2. Collect Data
3. Analyze Results
4. Report Findings
5. Take Action

Source: HHS
Performance Measurement Tools

The Performance Measurement Tools can be selected in the following categories:

- Performance measurement portal website
- Performance data collection tool
- Performance data analysis tool
- Performance data repository and reporting tool

** Different COTS products can be used for separate categories of tools, also one COTS product may be applied to multiple categories

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Performance Management Framework

Performance Reference Model (A Metadata Model)
- Measurement areas and categories
- Multi-dimensional performance indicator
- Performance Matrix

Performance Measurement Model
Measures, indicators, and matrix for performance goals associated with strategic objectives and initiatives (defined by stakeholders)

Performance Management System
- Performance Metadata and Data Repository
- Performance data collection, analysis, and reporting tools

CPIC Processes

Various Performance Reports

Performance data input and update from initiative owners and participants

Internal and External Auditing

OMB A-11 (include GPRA)

FEA PRM

PART

Internal Business Reqs

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Conclusion

This presentation discussed:

- The background of IT strategic planning and performance measurement in federal government
- The structure and models proposed for IT strategic planning and performance measurement
- The practice recommendations for IT strategic planning and performance measurement integration