

Department of Justice

Strategic Plan

For Information Services
and Technology

FISCAL YEARS 2015-2018



Department of Justice
Office of Chief Information Officer

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Message from the CIO



I am proud to present the Department of Justice (DOJ or Department) Strategic Plan for Information Services and Technology. While the Department has a varied and wide-ranging mission, its core objective is to protect the American people. Information and Technology have an important and powerful role to advance, protect, and serve the DOJ mission. This plan outlines how we will support achievement of the DOJ mission and will guide the organization's initiatives and activities for the next three years.

Faced with the challenges of increasingly frequent and complex cyber threats and an uncertain budget climate, Information Technology (IT) must adapt and transform to act efficiently, serve in new roles, and enable Components to focus their time and resources on unique mission-critical activities. Along with these challenges, we can take advantage of exciting mobile applications and productivity tools. These new technologies promise to spur innovation, improve mission performance, and better support collaboration between the DOJ workforce and our mission partners.

To realize our vision, we will build upon our three pillars: advance, protect, and serve. These pillars outline the high-level objectives for the five strategic goals in this document. This plan reflects our excitement and affirms our commitment to be a strong business partner to the enterprise, improve the quality of services we provide, ensure these services are secure and always available, and support the critical mission of the Department of Justice.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Klimavicz".

Joseph F. Klimavicz
Deputy Assistant Attorney General
Chief Information Officer
Department of Justice



CIO Council Members

The members of the DOJ CIO Council helped craft the strategies in this plan, endorsed this plan, and will play essential roles in its execution to meet the Department's Information and Technology goals. Below are the members of the CIO Council.

Joseph Klimavicz
Department of Justice
Chief Information Officer

Kevin Deeley
Department of Justice
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Henry R. Holgate
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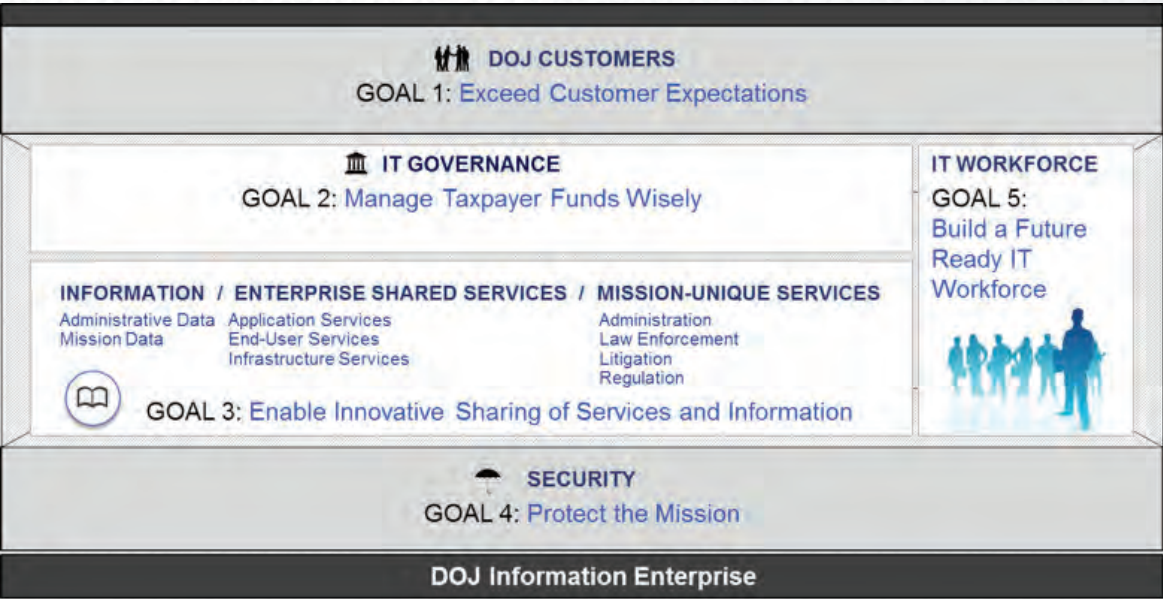
Barbara Brown
United States Trustee Program

DOJ Information Enterprise

IT is critical to the successful execution of the Department of Justice’s mission. Every day, Department IT employees strive to advance, protect, and serve the mission. These three pillars are the core objectives for all Department IT operations and programs. The Department defines these objectives as the following:

- Advance:** Transform how the Department delivers and consumes information and technology services
- Protect:** Secure the Department’s communications and information infrastructure against cyber threats
- Serve:** Deliver information and technology services that enable the Department’s mission

These pillars, or core objectives, are foundational elements for our strategic plan goals. Each goal works to achieve or improve upon our core objectives. Goals are supported by strategies which serve as the Department’s information enterprise, which displays how the five strategic goals are connected in support of information and technology services delivery.



The Department’s customers are DOJ employees, private industry and citizens, federal agencies, foreign governments, state, local and tribal organizations, and non-government organizations. They require and expect exceptional services, ranging from mechanisms that enable real-time reporting of important alerts, to data storage and enterprise collaboration tools, and case management services that support criminal justice across the globe.

The Department is focused on securing these services to protect against cyber threats, which are increasing in scope and frequency. At the same time, the Department needs to evolve, and enable innovative ways for DOJ Components to share information and services. Critical to our success is a strong foundation of governance practices that promote transparency and efficiency. The IT workforce is our priority. The Department will invest in the IT workforce to ensure it is prepared to support our evolving information and technology needs.

GOAL 1 / Exceed Customer Expectations

The talented individuals whose commitment, motivation, and determination are the source of the Department's ability to meet its obligation, rely on our essential IT capabilities and services. In order to maximize their ability to achieve the mission, the Department is committed to providing the enabling IT experience they require. These individuals, our customers, are the lifeblood of the organization. As a priority, the Department will support our customers, both internal and external, and together, help fuel new and improved ways of doing business.

Outcomes: IT will be seen as an enabling tool that improves DOJ employee productivity and efficiency and the customer experience.

STRATEGIES:

1.1 Improve Customer Engagement

In support of the Department of Justice's 24x7 mission, IT will always be available to our customers and their critical operations. The Department will establish an enterprise-wide, integrated, multi-level, support service. The DOJ Service Desk will be available 24x7, and promote quick and accurate resolution of both simple and complex requests. IT will also focus on engaging with our customers to better understand mission needs and what is driving customer requirements. The DOJ Service Desk will use technical knowledge and an understanding of how the Department uses IT, to both proactively and reactively solve technical and business problems, such that productivity is enhanced and improved. The DOJ Service Desk will serve as a primary entry point for customer requests, but all Office of the Chief Information Officer (OCIO) staff will be equipped to "own" customer issues, and guide customers to the appropriate part of the organization. OCIO staff will escalate or hand off issues as appropriate.

The Department will monitor the delivery of IT enterprise services and collect customer satisfaction measurements. Based upon customer feedback, IT solutions will be improved, maintained, or retired. Executive leadership, service delivery owners, and customers will gain a real-time view into the performance of enterprise services through these improved Department-wide monitoring capabilities and end-user feedback.

1.2 Reinvent Customer Service Operations

The Department will become more proactive and transparent in our IT customer service operations by establishing consistent enterprise-wide lifecycle processes that engage customers from the time they demonstrate interest in our services through service termination. This will include providing accessible, helpful, and easily understood policies and instructions for the Department's Component service managers and IT customers. As part of the established lifecycle process, services will be packaged and marketed to Component service managers so they stay aware, up-to-date, and understand available IT offerings, associated costs, and service level agreements.

GOAL 1 / Exceed Customer Expectations

(continued)

As DOJ transforms its IT Service Management by implementing a standard set of practices, known as the Information Technology Infrastructure Library (ITIL) Service Delivery model, we will clearly define the provided services, the responsibilities of both the customers and service providers, and document the expected reliability, quality, and timeliness. IT will shift to a role of brokering and procuring services and solutions and away from building and running systems.

1.3 Serve as a Trusted Advisor to Customers

IT will be an aligned partner to help Components achieve their mission goals. The diverse requirements of the Department demand the agility and skill of shared services coupled with technical expertise to partner with our customers. In concert with the customer and based upon the requirements, the role of the IT organization will change. Shared services allow IT to broker the best solution from the best provider. And when needed, IT can provide agile and modular development techniques to build enhanced solutions.

Services established within a Component will be leveraged Department-wide. The following areas are targeted areas that “Shared Services” will be expanded:

Application Services	IT service centered on Application Design, Management which is provisioned by DOJ or one of its Components and used by more than one Component across the Department.
Enterprise Services	IT service provisioned by DOJ or one of its Components and used by more than one Component across the Department.
Infrastructure Services	IT service that is not directly used by a customer but is required by the IT Service Provider so they can provide other IT Services’ e.g., directory services or communication services.
Cybersecurity Services	IT service centered around cybersecurity for the user or enterprise and provisioned by DOJ or one of its Components and used by more than one Component across the Department.
Data Center Services	Data center services such as: compute, hosting, storage, or disaster recovery and performed by DOJ or one of its Components and used by more than one Component across the Department.

GOAL 2 / Manage Taxpayer Funds Wisely

The Department of Justice continuously and rigorously seeks ways to operate more efficiently and cost effectively, so that funds are available for the critical national security and law enforcement activities that impact the nation. Responsible management of taxpayer funds requires diligent oversight to ensure maximum return on investment. Mature governance processes are needed and must be integrated throughout all operations to strengthen accountability, increase performance, and capture information to drive better decisions. In addition to our commitment to save money and work efficiently, we will also support the Department's efforts to combat healthcare and financial fraud.

Outcomes: Maximize the impact of IT Investments towards the success of DOJ's mission.

STRATEGIES:

2.1 Strengthen Accountability and Performance

The Department will strengthen its governance framework through the implementation of the Federal Information Technology Acquisition Reform Act (FITARA). This increased visibility and authority will result in enhanced transparency and oversight of IT investments at an enterprise level. In order to fully implement FITARA, the Department will coordinate across IT, finance, human resources, and acquisition to update existing policies, ensuring early and full CIO participation in budget formulation and execution, acquisition and program decisions, and selection of key IT leadership.

The Department will leverage the Department Investment Review Council (DIRC) to provide oversight, risk reduction, and assistance for the success of IT programs and investments. The Council will monitor and review programs against delivery metrics and performance objectives. This will deliver a more holistic view of our systems and programs.

The Department will ensure the reporting and security requirements relevant to IT project managers are easily accessible and highlight required actions. This will reduce the administrative burden of finding and analyzing related policies, and allow IT project managers to drive the success of our IT programs.

2.2 Improve Decision Making Through Greater Transparency and Data-driven Analysis

Data scientists expect the amount of information in the world to double every two years. This trend is already affecting the Department, and we will be unable to keep pace with this exponential growth of data and information without proactive evolution of our data management strategy and related processes and procedures.

GOAL 2 / Manage Taxpayer Funds Wisely (continued)

IT will develop strategies to help Components manage their data efficiently and derive the most value from it. Serving as an advisor, IT can help connect Components to ensure the Department is utilizing the greatest value of its data resources, and identify potential application of data for decision making.

The Department understands the value of data in decision making and will leverage data to drive and justify business decisions. By sharing data captured through our governance and financial processes with stakeholders, the Department will improve transparency and foster stronger relationships.

2.3 Seek Opportunities for Cost Savings

The Department will work to foster an enterprise culture that encourages cost savings and avoidance. IT will identify new opportunities to save through current and future strategic IT initiatives, to include consolidating data centers, adopting cloud technologies, rationalizing and optimizing the IT portfolio, and implementing shared services. The goal of these cost savings initiatives is to reinvest funds in the mission.

IT will support the Attorney General's Advisory Council for Savings and Efficiencies (SAVE), which develops, implements, and tracks ongoing initiatives that result in savings, cost avoidance, streamlining and instituting best practices by offering expertise and management of initiatives, as appropriate. Additionally, the Department will promote the use of government-wide and enterprise contracting vehicles and strategic sourcing to ensure contracts are efficient and cost-effective.

GOAL 3 / Enable Innovative Sharing of Services and Information

Shared services allow for the ability to quickly adopt new innovative solutions and enable our Components to focus their limited time and resources on unique mission-critical activities. The Department's data and information is a national asset, and crucial for the successful execution of its mission. This plan addresses the Department's classified and non-classified data. Sharing information compounds its value, and allows for new uses and insights. Furthermore, data that is shared with the public has the potential to spur economic growth and innovation. The Department will continue to develop modes and methods of sharing information, internally, with our partners who need information to accomplish a common mission goal, and with the public, to include the private sector and the American people. The need to share information will continuously be balanced with the DOJ's commitment to protect privacy, civil rights, and civil liberties.

Outcomes: Improved agility to adopt new IT services and maximized value of the Department's digital assets.

STRATEGIES:

3.1 Create a Service Broker Function

As IT shifts from providing services to enabling multi-sourced capabilities, service delivery will transform into a customer-focused organization that delivers concurrent management of multiple solutions, suppliers, vendors, and service providers. IT will continue to evolve and implement a service broker function to serve as a trusted advisor and advocate for the customer. IT will facilitate transactions that provide professional services, acting as a capabilities enabler for the delivery of efficient and effective services across the enterprise. The Department will develop both tactical and strategic solutions to the problems and needs of its customers.

The Department will develop an enterprise IT shared services catalog that will serve as a "one stop shop" for accessing information and resources related to DOJ's IT services. This electronic marketplace will include assistance for purchasing services and provide transparency through customer ratings and reviews. The Department will provide electronic forums, such as chat rooms, blogs, and websites to allow customers to collaborate and share common experiences.

3.2 Build a Trusted Environment for Data Management and Interoperability

The Department will adopt and implement open community standards and processes to share data assets, interact, and enable critical technology. These standards will facilitate easier information sharing and files standards. The Department will leverage standards, such as that National Information Exchange Model, Law Enforcement Information Sharing Program Exchange Specifications, and Open Geospatial Consortium, for law enforcement and information sharing among DOJ Components, other federal agencies, state, local, tribal, territorial, and international governments. A standard data life cycle management process, incorporating requirements for

GOAL 3 / Enable Innovative Sharing of Services and Information (continued)

records management, eDiscovery, accessibility, security and privacy, will be implemented.

IT will promote services that support common mission capabilities. The Department will build an information sharing reference architecture and adopt consistent technical exchange standards to support content sharing between communities and applications. The Department will maintain trust by improving identity management practices by in support of attribute-based access control and exploring a federated Identity, Credential, and Access Management (ICAM) strategy. Additionally, code management and development tools will be made available to promote best practices, collaboration, and agility in the software development life cycle.

3.3 Promote Data and Information Accessibility and Collaboration

In support of the Open Data Policy, the Department will work to improve the quantity and quality of open datasets available to the public. The Department's inventory of public data will be made more readily available through a data catalog. IT will enhance use of data analytics in order to advance our litigation, investigation, forensics, and business capabilities, and use these tools to detect financial fraud and increase our security posture.

With an increasingly mobile workforce, the Department will develop solutions that enable employees to access DOJ data and IT tools from where they need to work. Collaboration tools will be provided that allow employees to improve productivity, hold virtual meetings, conduct brainstorming sessions, and gain insights.

3.4 Foster and Adopt Innovation

The Department will promote and adopt innovative approaches for improving IT services. As DOJ is required to keep pace with the innovation of industry, the Department's IT services are required to do the same. IT will continue to explore and adopt new technology, standards, and processes that will advance, protect, and serve mission goals. Internally, the Department will create a culture that fosters and rewards innovation, encouraging employees to think creatively about improvements to IT, and developing mechanisms for bringing these ideas to IT leadership.

GOAL 4 / Protect the Mission

Globally, cyber intrusions and attacks have increased significantly over the last decade, exposing sensitive personal and business information, disrupting critical operations, and imposing high costs on the economy. As the volatile threat landscape evolves, so does the need for preemptive action and vigilance. The challenge is to appropriately manage risk while safely enabling access to the right information, at the right time. Managing risk will require proactive cybersecurity that identifies and denies access to intruders before they have the opportunity to cause harm, avoids broad-scale attacks, and minimizes the effect of targeted attacks on Department resources, while at the same time, promoting access to information for proper use by identified and credentialed individuals.

Outcomes: IT services and solutions will be based upon advanced security capabilities that protect the mission.

STRATEGIES:

4.1 Combat Cyber Threats

The Department will provide a proactive response service through 24x7 network monitoring, prioritization and escalation, and technical operations. Diligent monitoring is required to protect the Department's and our customers' information. The Department will increase detection accuracy, response speed, and resolution precision by enhancing our intrusion detection capability from a manual process, supplemented by automation, to an automated detection and response capability. Underlying all this, the Department will continue to develop and automate our cyber defense activities in response to the ever-changing technology and threat landscape.

4.2 Enhance Identity, Credential, and Access Management

The Department will build a broad, unified, foundation for strong identity management to secure data, systems, and facilities from intrusion. The Department will manage infiltration, intrusions, insider threats, and anomalies by understanding who is on our networks, why they are on our networks, and what data they have permission to access. As use of mobile services and cloud offerings expand, we will extend identity management practices to these technologies as well.

4.3 Prevent and Detect Insider Threats

A threat from the inside will use his or her authorized access, intentionally or unintentionally, to do harm to the national security of the United States. The Department deters, detects, and mitigates insider threats by employing risk management principles, tailored to meet the distinct requirements of individual Components while including appropriate protections for legal, privacy, civil rights, and civil liberties requirements. With the growing concerns around data loss and information disclosure, the initiative will evolve to a unified Department-wide program to provide consistent mitigation strategies and responses to intentional or inadvertent insider threat security events affecting the confidentiality, integrity, and availability of information.

GOAL 4 / Protect the Mission

(continued)

4.4 Improve Visibility into Department Risk Posture through Analytics and Continuous Monitoring

The Department will increase visibility into our risk posture by performing advanced data analysis to provide synthesized, near real-time views of our risk posture across the enterprise. The Department is also performing an analysis of IT systems supporting mission essential functions to ensure these systems have adequate backup capabilities, and to provide a more complete picture of our enterprise security risk. The Department will continue to augment continuous monitoring by leveraging enterprise solutions across a broader set of data sources.

GOAL 5 / Build a Future Ready Workforce

The greatest asset of Department of Justice IT is its people. The Department's dedicated, skilled, and diverse IT workforce helps achieve the mission through efficient, secure, and innovative IT. As the Department's IT needs evolve, the knowledge, skills, and abilities of the IT workforce will need to evolve as well. The Department will focus on hiring and retaining top talent, and providing training and professional development opportunities for the existing IT workforce. To drive success, the Department will enable the IT workforce to execute its responsibilities through supporting technology and processes. As a result of these initiatives, our IT workforce will be better positioned to advance the Department's mission.

Outcomes: A diverse workforce that understands emerging technology and best practices to meet mission goals.

STRATEGIES:

5.1 Attract a High Quality, Diverse Workforce

The Department of Justice will provide a work environment that attracts talent from top universities and market-leading corporations by keeping pace with current technologies and management practices, and preparing for the next evolution in these areas. Additionally, the Department will seek creative ways to recruit and hire the most qualified and competitive IT talent, and expand programs to increase cultural and experiential diversity. There will be a strong focus on recruiting IT professionals with both strong technical credentials and a passion for and commitment to the Department's operational mission. To increase the quality of government applicants and reduce the overall time of hire, the Department will leverage all available hiring authorities.

Through partnerships with industry, the Department will establish employee programs to foster cooperation and understanding between the private sector and government IT organizations. Furthermore, through the creation of our Digital Services Team, the Department will build a cadre of digital service experts with industry experience in design, engineering, and product management to transform key services.

5.2 Retain and Cultivate a Highly Skilled Workforce

The Department will develop IT career tracks that encourage our workforce to continuously sharpen its skills through participation in mentoring programs, job sharing and exchange programs, and obtainment of professional certifications. The Department will build effective mechanisms for knowledge sharing and mentoring across the enterprise, and encourage and support employees who want to take on leadership roles within the organization, ensuring that they have the broader skills necessary to succeed. To foster cooperation and share talent, the Department will develop an internal employee exchange program.

5.3 Build a Culture of Engagement and Reward Innovation

The Department will encourage and reward employees who develop innovative solutions that bring our agency forward. Beyond innovation, the Department is committed to achieving efficiencies, and will recognize and reward employees who adopt the mentality to reuse, save, and leverage rapid development. The Department will embrace a culture of inclusive decision-making, and empower employees to take calculated risks. Through engagement with our external partners, the Department will discover, evaluate, and insert innovative technologies and business practices into the DOJ information enterprise.

Glossary

CIO: Chief Information Officer

DIRC: Department Investment Review Council

DOJ: Department of Justice

FITARA: Federal Information Technology Acquisition Reform Act

FOIA: Freedom of Information Act

ICAM: Identify, Credentialing and Access Management

IT: Information Technology

ITIL: Information Technology Infrastructure Library

OCIO: Office of the Chief Information Officer

SAVE: Attorney General's Advisory Council for Savings and Efficiencies



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