



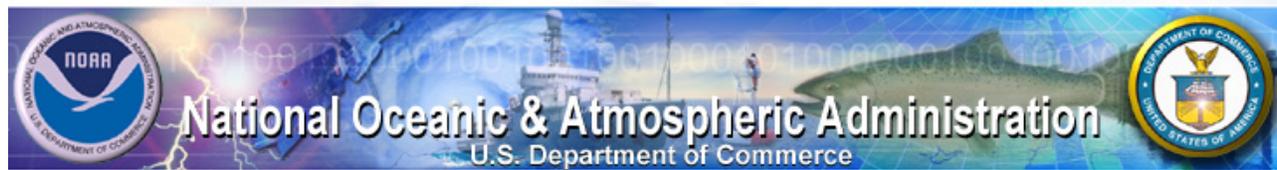
NOAA Office of the Chief Information Officer

Communications Plan:

**Reliable and Consistent Information Exchange
Across NOAA's Information Technology Community**

**September 30, 2009
V2.0**

**By,
NOAA OCIO, Office of Planning, Policy, and Analysis (OPPA)**



**NOAA OCIO Communications Plan:
Reliable and Consistent Information Exchange across NOAA’s Information Technology Community**

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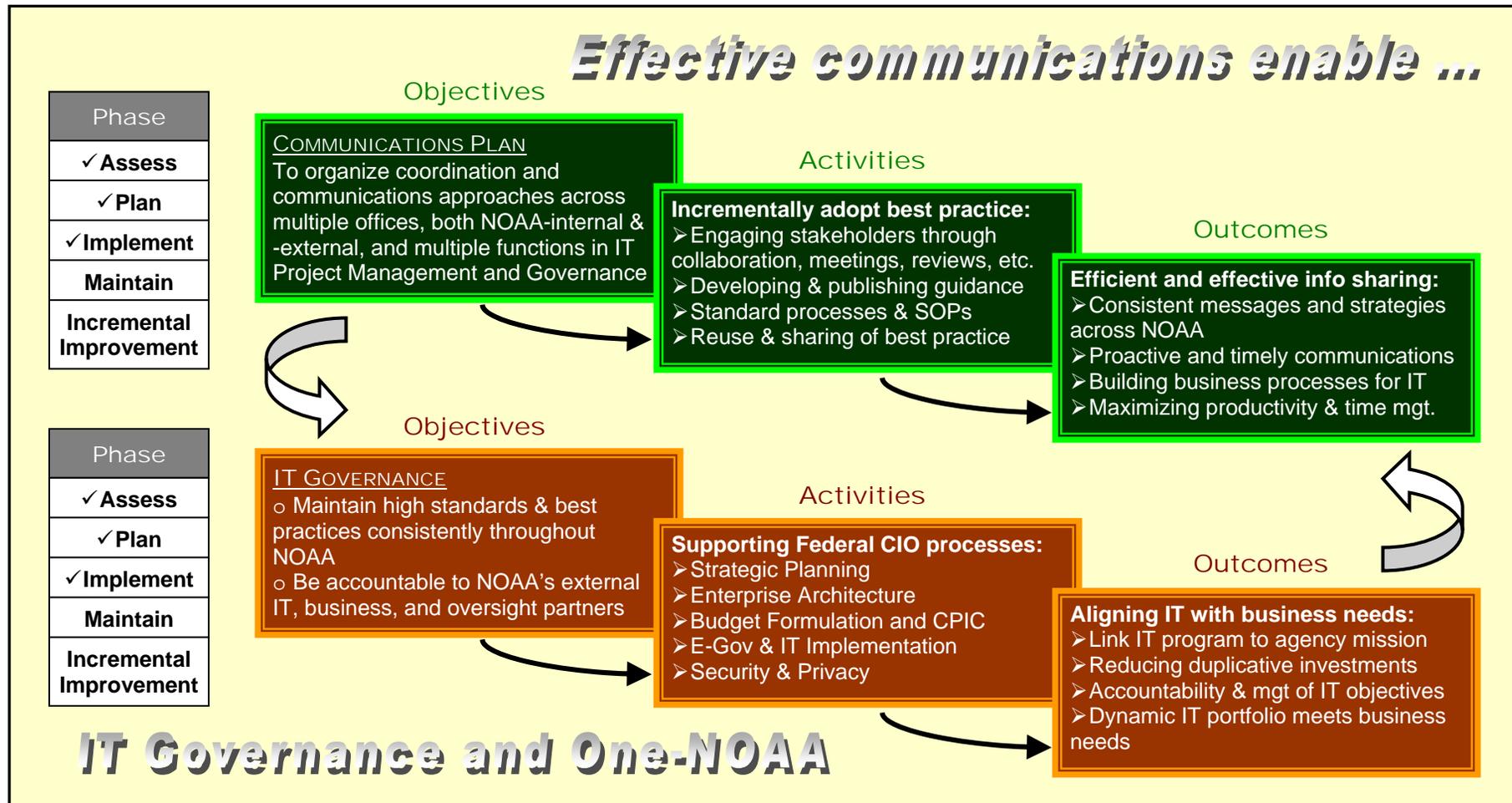
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NOAA OCIO Communications Plan: Reliable and Consistent Information Exchange across NOAA’s Information Technology Community	
1. PURPOSE	To provide timely and reliable information to customers and stakeholders across NOAA’s IT community regarding IT Governance.
2. BACKGROUND AND SCOPE	<p>The Communications Plan is an opportunity to support effective communications in the National Oceanic and Atmospheric Administration (NOAA) Information Technology (IT) community.</p> <p>The Office of Management and Budget (OMB) require NOAA responses to data calls to demonstrate compliance with “IT governance” and “project management” mandates. The NOAA IT environment is very complex, and data calls require extensive and timely coordination.</p> <ul style="list-style-type: none"> • NOAA is a science-based research, information, and regulatory Bureau within the Department of Commerce (DOC), making up about 60% of the budget of DOC. • NOAA is comprised of Line Offices, each with its own CIO Staff Offices: National Environmental Satellite, Data and Information Service (NESDIS); National Marine Fisheries Service (NMFS); National Ocean Service (NOS); National Weather Service (NWS); Office of Oceanic and Atmospheric Research (OAR); and the Office of Marine and Aviation Operations (OMAO). • Projects must work collaboratively to enable NOAA Missions, such as “One NOAA”, and other NOAA Weather and Water, Climate, Ecosystem, Commerce and Transportation, and Mission Support Goals. • Projects are accountable to customer expectations, oversight by OMB and DOC, and IT governance requirements from NOAA for Line Offices. IT projects may be impacted by a dynamic fiscal environment, and even

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	<p>unpredictable, sometimes catastrophic natural events.</p> <p>The NOAA Business Operations Manual (BOM) defines NOAA business practices, organizational structure, and management techniques. The purpose of BOM is to ensure the quality and uniformity of operations within the organization by familiarizing NOAA employees with the organization’s management structure and business procedures.</p> <p>This Communications Plan serves as a “business operation manual” for the Office of the Chief Information Officer (OCIO). The NOAA OCIO Communications Plan outlines business practices for NOAA’s IT community – across Line Offices, NOAA OCIO, and DOC – and serves to integrate the BOM with IT governance business practices.</p> <p>Due to the emphasis on IT Governance, the NOAA OCIO Office of Planning, Policy, and Analysis (OPPA) takes on the role of steward for this Communications Plan on behalf of the OCIO.</p>
3. OBJECTIVES AND OUTCOMES	<p>In late 2006, NOAA OCIO published the first version of its Communications Plan. The document was over 30 pages long. It tried to explain to the reader:</p> <ul style="list-style-type: none">• Who belongs to NOAA’s IT Community? What are our roles and responsibilities? Whom do I contact? How does NOAA do IT Governance? What do OMB and DOC require for IT governance? <p>It was immediately apparent that the Communications Plan needed to be published on the internet. In the past year, OCIO and PPA efforts focused on reorganizing and upgrading the NOAA OCIO website. Much of the original Communications Plan is now available online on internet.</p>
4. DEVELOPING COMMUNICATION IMPROVEMENTS IN 2007-2008	<p>The Communications Plan is part of a <i>flexible</i> and <i>iterative</i> process that evolves to meet the needs of participants. With the improved website in place, OPPA is able to focus on improvements to program/project management, policy, processes, and life cycle models.</p> <p>The Communications Plan will support performance objectives for IT governance. For example, does the Communications Plan help you to: (1) understand NOAA’s IT governance responsibilities and deliver milestones on time, (2) access the information you need, (3) work more efficiently?</p> <p>NOAA OCIO will continually assess the effectiveness of its communications, and the change the Communications Plan as needed. The graphic below depicts this iterative approach:</p>

Effective Communications enable IT Governance and “One NOAA” (Graphic)



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5. COMMUNICATION STRATEGIES	<p>IT Governance at NOAA involves complex coordination. There are external stakeholders, such as Office of Management and Budget (OMB), Department of Commerce (DOC), and with federal Lines of Business (e.g. eGov). Within NOAA coordination reaches to Line Offices budgeting, program managements, IT operations, and various IT subject matter functions (e.g. network, architecture, etc.). Some people wear many hats in a smaller office, while another office might provide a full time person to one role.</p> <p>This Communication Plan describes entities in the IT community – who they are, what they do, and how they communicate. A framework of “Who, What, When, and How” is provided to illustrate how these parts work together. It names the customers and stakeholders, the expected outcomes, and the activities and processes by which people work together.</p>
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A Communications Strategy Framework: Who, What, When, and How:

Strategy	Description
Strategy 1: Who are we?	<p><i>We are the NOAA IT Community: Its Offices, Stakeholders, and Their Roles.</i> – This communications strategy identifies office representatives and stakeholders in the IT community, their roles and responsibilities.</p> <ul style="list-style-type: none"> • See Table 1 for Roles and Responsibilities.
Strategy 2: What do we do? When do we do it?	<p><i>We manage, monitor, and control IT programs through IT Governance.</i> – IT Governance outlines the program management responsibilities and deadlines, for which NOAA is accountable to DOC. IT governance is described by topic two categories of work: program elements, and deliverables. IT Governance program elements are up the key responsibilities of CIOs – the ongoing IT management programs mandated by DOC, OMB, and the Clinger-Cohen Act. The IT Governance deliverables are some of the products, or “Governance Calendar”, which are pre-planned data calls that are due to periodically DOC.</p> <ul style="list-style-type: none"> • You may read more about these program elements at the Policy and Programs link found at the NOAA OCIO website, where more information is available regarding specific governance and management activities. Links to program elements on the NOAA OCIO website include: <ul style="list-style-type: none"> ○ High Performance and Computing and Communications (HPCC) ○ IT Capital Planning and Investment Control ○ Enterprise Architecture ○ Performance Management ○ IT Security ○ IT Privacy and Privacy Impact Assessments ○ Electronic Government ○ Information Quality ○ Planning, Programming, Budget and Execution System (PPBES) ○ Paperwork Reduction and Records Management ○ Electronic and Information Technology Accessibility • NOAA OCIO models its communications format after the Department of Commerce OCIO website. You may refer to the DOC OCIO Policy and Programs web page for similar programs elements regarding CIO responsibilities for IT Governance as those listed above. • See the Governance Calendar, the IT governance deliverables shown as an annual cycle of, may be read from the NOAA OCIO website.

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Strategy	Description
<p>Strategy 3: How do we work together?</p>	<p><i>We work together through groups, coordination, and best practices.</i> – NOAA’s IT Community accomplishes its work through its formal office organizational structures, inter-office coordination in the form of group venues, and through NOAA culture and common practices.</p> <ul style="list-style-type: none"> • See the CIO Organization link, on the NOAA OCIO website, for information about the OCIO. • See the NOAA IT Groups link, on the NOAA OCIO website, for information about NITRB, CIO Council, and the CIO Committees such as: GIS Committee, Enterprise Messaging Committee, NOAA Web Committee, IT Security Committee, Enterprise Architecture Committee, and the NOAA Network Committee.
<p>Strategy 4: How do we manage change?</p>	<p><i>We keeping up with changes using through effective communications and change management:</i> This is a “living” document. In order to keep our communications strategies useful to the IT community stakeholders and customers, we will keep this Communications Plan up to date.</p> <ul style="list-style-type: none"> • As points of contact change, and new processes evolve, the Line Office IT liaisons or other stakeholders should please inform NOAA OCIO PPA. • The NOAA OCIO website is generally updated ad hoc. As we know are made aware of is new information we will refresh the website. Please contact the NOAA OCIO Content Manager, the webmaster for OCIO, or the webmaster for PPA as needed.

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Table 1, Who we are: IT Community Roles and Responsibilities

Roles	Communications Checklist	Outcomes
All	<ul style="list-style-type: none"> ▶ When coordinating or scheduling meetings: (1) create an appointment on invitees' electronic calendars; (2) include a description of the agenda, date, time, location, and an advance reminder; (3) and try to send meetings materials (handouts, slide presentation, etc.) in advance of meeting ▶ When calling a meeting, state: the agenda of topics, the lead presenter for each topic, and estimate the time to be spent on each topic ▶ Attend meetings needing your input. ▶ RSVP to either confirm or decline your attendance at meetings ▶ Correspond by phone and emails as needed for your role ▶ Represent your area of expertise for your organization ▶ Adopt recognized professional standards and best practices ▶ Encourage communication, coordination, and problem-solving at the lowest peer-to-peer level ▶ Work with employees, peers, team, contacts, etc. to meet deadlines with quality products ▶ Report to your team/committee lead or supervisor on the status of your current activities and responsibilities ▶ Coordinate with your associate(s) as needed for backup and assistance 	<ul style="list-style-type: none"> ▶ Employees, peers, team, and points of contact, etc. are aware of your advice or expectations for a given product ▶ IT governance (e.g. data calls) and project management products accurately reflect the perspective of your organization ▶ Deadlines are met
Contractor IT Specialist Scientist or Engineer	<ul style="list-style-type: none"> ▶ Help to develop information specific to your area of expertise in a given project or subject matter ▶ Validate IT governance and project management artifacts for technical correctness ▶ Advise Project Managers and other team members of your analysis and recommendations ▶ Solicit and assist in peer review of IT governance and project artifacts 	<ul style="list-style-type: none"> ▶ IT governance and project management products have strong technical quality and accuracy
CIO	<ul style="list-style-type: none"> ▶ Proactively communicate strategy and direction on matters of high impact and importance to project managers and subject matter experts ▶ Ensure the data that represents your Office on matters of IT governance and data calls is accurate and on time 	<ul style="list-style-type: none"> ▶ IT governance and project management products are cohesive and sound across the spectrum and scope of your NOAA Mission Goals ▶ IT governance and project management products align with the PPBES and CPIC processes ▶ IT governance and project management products align with DOC OCIO and NOAA OCIO guidance
CFO / Budget Analyst	<ul style="list-style-type: none"> ▶ Provide fiscal year funding-, finance-, and budget-related information relating to IT governance and data calls ▶ Work with Project Managers and IT liaisons as needed 	<ul style="list-style-type: none"> ▶ IT governance and project management products include accurate budget information ▶ Budget data in IT governance and project management products are consistent for a given IT investment, project or

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Roles	Communications Checklist	Outcomes
		program throughout NOAA
Contracting Officer	<ul style="list-style-type: none"> ▶ Provide contract-related information relating to IT governance and data calls ▶ Work with Project Managers and IT liaisons as needed 	<ul style="list-style-type: none"> ▶ IT governance and project management products include accurate contract information ▶ Contract data in IT governance and project management products are consistent for a given IT investment, project or program throughout NOAA
Director	<ul style="list-style-type: none"> ▶ Proactively communicate strategy and direction on matters of high impact and importance to Project Managers and subject matter experts ▶ Ensure the data that represents your Office on matters of IT governance and data calls is accurate and on time ▶ Facilitate issue resolution in a timely matter, as needed, for outstanding issues requiring escalation 	<ul style="list-style-type: none"> ▶ IT governance and project management products that are championed by your Office align with your Office mission
Enterprise Architect	<ul style="list-style-type: none"> ▶ Participate in team efforts and advise on issues relating to EA for IT governance and data calls ▶ Facilitate compliance by systems and Office to EA standards – e.g., keep NOAA “green” with OMB ▶ Promote and enable transition of IT solutions to NOAA’s target/future IT architecture ▶ Be a change agent in your organization to deliver practical IT solutions using EA ▶ Produce deliverables for EA; see EA Element and Deliverables in <i>Table 2</i>, <i>What: IT Elements</i>, and in <i>Table 4</i>, <i>What & When: IT Governance Calendar</i> 	<ul style="list-style-type: none"> ▶ IT governance and project management products comply with DOC Enterprise Architecture and OMB’s Federal Enterprise Architecture requirements
IT Security Officer	<ul style="list-style-type: none"> ▶ Participate in team efforts and advise relating to IT security for IT governance and data calls ▶ Facilitate compliance of systems to IT security standards by communicating requirements to projects 	<ul style="list-style-type: none"> ▶ IT governance and project management products are compliant with security policies and standards
IT Liaison (to a Target Office) a.k.a. IT Point of Contact	<ul style="list-style-type: none"> ▶ IT liaisons serve as intra- and inter-Office points of contact for purposes of coordination of IT governance and data calls <ul style="list-style-type: none"> ○ For example, each NOAA Line Office shall assign an IT liaison to work with the NOAA OCIO IT liaison assigned to their particular LO ▶ Line Office IT liaisons coordinate closely with others including: IT liaison team, LO Program and Project Managers, NOAA OCIO, and Subject Matter Experts (SME), as appropriate ▶ NOAA OCIO IT Liaisons coordinate closely with the LO IT liaison and their same team contacts, and DOC SME ▶ Act as a clearinghouse for your Office. Provide expertise, distribution of and timely access to information about IT governance activities, programs and projects under the purview of your Office ▶ Initiate and coordinate meetings ▶ Provide guidance, in particular, when distributing info and soliciting data calls for your Office ▶ Inform recipients of any questions or concerns regarding products you receive and distribute 	<ul style="list-style-type: none"> ▶ Primary point of contact to coordinate, deliver, and speak to the status of IT governance and project management products ▶ Secondary point of contact able to backup the primary ▶ Leading the organization to adopt best practices for IT governance and project management

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Roles	Communications Checklist	Outcomes
	<ul style="list-style-type: none"> ▶ Proactively work with the Office management chain and NOAA OCIO team when products are at risk for not being either of acceptable quality, within budget or on time ▶ Where redundancies occur across IT governance and project management documents, organize interfaces and information gathering to maximize opportunities for reuse and synchronization across products 	
Program Manager	<ul style="list-style-type: none"> ▶ Obtain direction and clarification regarding management and mission support goals ▶ Obtain buy-in or acceptance for program strategy ▶ Inform audiences as needed ▶ Facilitate information gathering, review, and approvals so program can proceed in a timely fashion ▶ Initiate and lead IT governance and project management activities for your program ▶ Coordinate and lead your program in generating responses to IT governance and program management data calls ▶ Serve as point of contact and information resource for your program ▶ Lead program team ▶ Where redundancies occur across IT governance and project management documents, organize interfaces and information gathering to maximize opportunities for reuse and synchronization across products 	<ul style="list-style-type: none"> ▶ Primary authority and point of contact to champion program, project(s) and their information about IT governance and project management ▶ Leading the organization to adopt best practices for IT governance and project management
Project Manager	<ul style="list-style-type: none"> ▶ Obtain direction and clarification regarding management and mission support goals ▶ Obtain buy-in or acceptance for project strategy ▶ Inform audiences as needed ▶ Facilitate information gathering, review, and approvals so project can proceed in a timely fashion ▶ Initiate and lead IT governance and project management activities for your project ▶ Coordinate and lead your project in generating responses to IT governance and project management data calls ▶ Serve as point of contact and information resource for your project ▶ Lead project team ▶ Where redundancies occur across IT governance and project management documents, organize interfaces and information gathering to maximize opportunities for reuse and synchronization across products 	<ul style="list-style-type: none"> ▶ Primary authority and point of contact to champion project, and its information about IT governance and project management ▶ Secondary point of contact able to backup the primary Project Manager ▶ Leading the organization to adopt best practices for IT governance and project management
Subject Matter Expert	<ul style="list-style-type: none"> ▶ Participate in, initiate, and/or lead team efforts in your area of subject matter expertise ▶ Work with other NOAA and DOC SMEs, PMs, and IT liaisons to create practical solutions and best practices in your area of subject matter expertise ▶ Promote local solutions as possible NOAA-wide best practices, or help facilitate migrating a legacy practice to a newer/better common NOAA standard ▶ Where redundancies occur across IT governance and project management documents, organize interfaces and information gathering to maximize opportunities for reuse and synchronization across products 	<ul style="list-style-type: none"> ▶ Primary and secondary points of contact are able to represent Office on a given subject matter for IT governance and project management product ▶ Leading the organization to adopt best practices for IT governance and project management
Supervisor	<ul style="list-style-type: none"> ▶ Provide direction to employees ▶ Encourage and ensure peer review of IT governance and project management ▶ Maintain awareness of day-to-day status and risks of Office work-in- 	<ul style="list-style-type: none"> ▶ Primary authority for issue escalation and resolution ▶ Leading the

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Roles	Communications Checklist	Outcomes
	progress ▶ Proactively mitigate risks and seek solutions to unresolved issues	organization to adopt best practices for IT governance and project management

Table 2, ↻ What: IT Elements

↻ What: IT Elements	Objective	Activities
IT Capital Planning and Investment Control	To ensure that NOAA uses information technology to develop the best, most useful, and most effective products and services to support its mission. As part of this process, ensure that NOAA officials have thorough and accurate information to inform IT decision making.	<ul style="list-style-type: none"> ▶ Implement an effective process for managing IT resources in accordance with DOC and NOAA policy, the Clinger-Cohen Act, Office of Management and Budget Circular A-130, and other Federal guidance. Provide regular briefings to the Department's CIO on your IT program activities. ▶ Implement a process for the selection, control, and evaluation of IT investments. Link this process to the budget process, as needed. A recommended approach is to: <ul style="list-style-type: none"> ▶ Establish an IT Review Board to advise the head of the office on critical IT matters, to assess IT initiatives in the budget review process, to control ongoing IT investment implementation, and to conduct post-implementation reviews of completed projects to benefit from lessons learned. Present to the DOC and NOAA IT Review Board as requested for Delegation of Procurement Authority, Control Reviews, Post Implementation Reviews, Portfolio Management Reviews, etc. ▶ Implement a standard process and establish standard IT investment scoring and ranking criteria for the office's Board to use to determine which IT investments are best suited to meet offices' needs. ▶ Implement a standard process to manage the selection, control, and evaluation of IT investments. The Department uses the electronic Capital Planning and Investment Control System (eCPIC) to support this strategy. Keep the office's IT investment information in eCPIC current. ▶ Keep abreast of DOC and NOAA guidelines for developing and maintaining office IT capital planning and investment control processes.
Program Management	To ensure that NOAA's IT Development, Modernization, and Enhancement (DME) projects and Steady State investment initiatives are managed in an efficient and cost-effective manner.	<ul style="list-style-type: none"> ▶ Implement standard project management practices throughout the office to ensure that all facets of the project management processes, as identified in the Project Management Institute's Project Management Body of Knowledge (PMBOK® Guide) are addressed and that proper project management documentation is developed and maintained. ▶ Implement and maintain Earned Value Management Systems (EVMS) that comply with the requirements of the ANSI/EIA-748 for all major DME IT projects greater than \$10M.
Enterprise Architecture	To develop, maintain, and facilitate the implementation of a sound and integrated enterprise architecture to achieve interoperability and portability of systems, integration of work processes and information flows, and information exchange and resource sharing to support strategic goals within NOAA and with external partners.	<ul style="list-style-type: none"> ▶ Develop an Enterprise Architecture (EA), in accordance with DOC and NOAA policy, the Clinger-Cohen Act, Office of Management and Budget Circular A-130, and other Federal guidance, which serves as an integrated framework for managing the acquisition and use of IT assets to achieve the agency's strategic goals and information resources management goals. ▶ Develop and periodically review and update Enterprise Architecture (see deliverables table below). ▶ Link the architecture to strategic and operational IT planning, IT investment review, and IT security planning. ▶ Align the architecture with the Federal Enterprise Architecture, specifically the Business Reference Model (BRM), the Performance Reference Model (PRM), the Service Component Reference Model (SRM), the Technical Reference Model (TRM), and the Data Reference Model (DRM). ▶ Establish, document, and implement a Governance Structure to ensure enterprise-wide compliance with the architecture. Include architectural compliance as an integral part of your IT Review Board process. ▶ Demonstrate the practical results of your architecture efforts, e.g., expanded capabilities, elimination of redundant systems, streamlined processes, efficiencies, etc. ▶ Keep abreast of DOC and NOAA guidelines for developing, maintaining and using enterprise architectures.

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 What: IT Elements	Objective	Activities
Information Technology Security	To ensure the integrity, availability, and confidentiality of NOAA's IT systems.	<ul style="list-style-type: none"> ▶ Establish an IT Security Program within your office in accordance with DOC and NOAA IT Security Program Policy section 2.1.7, the Federal Information Security Management Act (FISMA), Office of Management and Budget Circular A-130, and other Federal guidance. ▶ Appoint an IT Security Officer (ITSO) and alternate in writing. The ITSO has responsibility for managing the IT Security Program for the office. Ensure that the ITSO and alternate are properly trained and that the ITSO's duties are reflected in the ITSO's and alternate's performance plans. ▶ Establish and maintain an inventory, consistent with the Department's master inventory database that identifies all IT systems within the office linked to their respective IT security plan. ▶ Assist senior program officials with the designation of a System Owner for each IT system, and ensure System Owners appoint Information System Security Officers (ISSOs) as necessary to ensure adequate security of major systems is maintained. ▶ Establish a continuous monitoring program to manage the risks to each IT system, consistent with the magnitude of harm that could result from the loss, misuse, or unauthorized access to or modification of the information in the system. The monitoring program should: <ul style="list-style-type: none"> ○ Ensure that IT security is incorporated throughout the life cycle of all IT systems. Specifically, <ul style="list-style-type: none"> ▪ Initiation Phase: identify security requirements and assess risk; ▪ Development/Acquisition Phase: define security controls, verify adequacy of controls to protect the system, and build/acquire systems that meet the security requirements; ▪ Implementation Phase: Test effectiveness of security controls prior to operating in a production environment; ▪ Operation and Maintenance Phase: Manage risk, maintain and monitor the adequacy and effectiveness of security controls, and maintain current security documentation; and ▪ Disposal Phase: remove sensitive information from systems. ○ Ensure that System Owners create an IT security plan for each new system under development and that they review plans for existing systems annually for compliance with NIST Special Publication 800-18. ○ Ensure that System Owners implement secure system configurations and establish mechanisms to ensure effective configuration and patch management. ○ Ensure that System Owners perform a formal risk assessment update and re-approval of IT security plans every three years (or whenever significant changes have occurred that may impact security). ○ Ensure that System Owners develop, update, and test contingency/continuity of support plans for all systems. ○ Ensure that System Owners certify and accredit each IT system every three years (or whenever significant changes have occurred). ▶ Provide IT security awareness, training, and education to Federal and contractor personnel involved in the management, operation, programming, systems administration, maintenance, or use of IT systems. Specifically, require an IT security awareness briefing for new employees before they are allowed access to your IT systems; provide all employees with refresher training at least annually; ensure personnel with significant IT security roles receive specialized training (such as architecture-based, in IT security concepts, or targeted at critical infrastructure protection skills). ▶ Implement a Computer Incident Response Capability for your office. ▶ Report IT security intrusions and incidents to your local Computer Incident Response Capability and report incidents to the DOC Computer Incident Response Team. Ensure incidents are reported to the U.S. Computer Emergency Readiness Team (US-CERT). ▶ Identify critical infrastructure assets required for the protection of national security, national economic security, or public health and safety. ▶ Protect nationally-critical IT assets (e.g., systems and infrastructure) in accordance with Homeland Security Presidential Directive 7. ▶ Establish and regularly test continuity of operations plans (COOP) and reconstitution and response plans for critical assets. ▶ Establish a program to address the recruitment and retention requirements necessary to ensure continuity of critical assets. ▶ Link IT security planning to strategic and operational IT planning, IT investment review, and enterprise architecture planning. Incorporate IT security measures in enterprise architecture

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 What: IT Elements	Objective	Activities
		plans. ▶ Keep abreast of DOC and NOAA guidelines for developing and maintaining office IT security.
IT Privacy	To ensure that NOAA's IT systems, including Web sites, protect the privacy of the public, businesses, and employees and contractors.	▶ Implement an effective IT Privacy Program in conformance with DOC and NOAA's IT Privacy Policy, the E-Government Act, the Privacy Act, and other Federal guidance. ▶ Ensure that privacy considerations are addressed in your Internet Web pages, in accordance with the E-Government Act and Departmental and OMB policy regarding Web privacy. This includes posting Privacy Policies and implementing automated privacy preferences through the Platform for Privacy Preferences Project (P3P). Note that DOC policy extends privacy protections to businesses.
Electronic Government	To further the Department's move to an e-government environment, enabling business functions to be conducted electronically and achieving paperwork elimination goals, both in transactions with NOAA's customers and for internal operations.	▶ Promote e-government ensuring that IT investments incorporate e-government components, as needed and practicable. Respond to the provisions of the E-Government Act, Paperwork Reduction Act, and associated OMB and Departmental guidance. ▶ Link e-government planning to strategic and operational IT planning, IT investment review, and enterprise architecture planning. Specifically, address e-government through Operational Analyses of steady state investments, IT Review Board processes evaluating new investments or investments under development, as well as other means. ▶ Ensure that your IT investments do not duplicate OMB's e-government and lines-of-business initiatives. ▶ Maintain a tracking system for e-government investments and transactions. ▶ Ensure that the office adheres to DOC's policy of zero ICB violations.
IT Workforce Management and Development	To ensure that NOAA maintains a robust workforce of well-qualified IT professionals.	▶ Participate in IT workforce identification, assessment, and reporting activities such as the Federal CIO Council's annual IT Workforce Assessment. ▶ Participate with the Department's Office of the CIO in developing training, job rotation, and developmental assignment programs to maintain technical skills of the IT workforce at the highest levels.
Information Quality	To ensure and maximize the quality, objectivity, utility, and integrity of information (including statistical information) disseminated by NOAA.	▶ Review your Information Quality Guidelines, prepared in accordance with Section 515 of the Treasury and General Government Appropriations Act of FY 2001, annually to ensure accuracy and currency. ▶ Ensure that your Information Quality Guidelines are posted on your Web site with a link from your home page. ▶ Update your Information Quality Guidelines as OMB issues additional guidance.
Records Management	To ensure that records are created, maintained, safeguarded, and disposed of in accordance with government-wide and NOAA policies and procedures.	▶ Implement DOC and government-wide records management policies and procedures for the creation, use, maintenance, safeguarding, and disposition of records, including electronic records, and develop and implement office policies and procedures as appropriate. ▶ Provide management oversight of the office records management program to ensure that it remains vigorous and effective.
Electronic and Information Technology Accessibility	To ensure the accessibility of NOAA's electronic and information technology to people with disabilities, including those with vision, hearing, dexterity, and mobility impairments.	▶ Establish an IT Accessibility Program within your office in accordance with DOC and NOAA policy, Section 508 of the Rehabilitation Act Amendments of 1998, the Access Board's Standards for Electronic and Information Technology, and other Federal guidance. ▶ Ensure that acquisitions and Web sites conform to accessibility requirements. ▶ Link accessibility planning to strategic and operational IT planning, IT investment review, and enterprise architecture planning.

Table 3, When: IT Governance Calendar

Table 4,   What & When: IT Governance Calendar

 What: IT Governance Deliverables	Element									When: Deadline & Frequency					Activities		
	IT CPIC	Prog. Mgt	EA	IT Security	IT Privacy	E-Gov	Workforce	Info Quall	Records Mgt	Accessibility	 Month	Ad hoc	Monthly	Quarterly		Semi-annual	Annually
Enterprise Architecture			•								January					•	<ul style="list-style-type: none"> ▶ Develop and periodically review and update Enterprise Architecture: ▶ The enterprise architecture vision, objectives, and principles. ▶ The baseline of the environment focusing on the goals and performance measures of your office, work that your office performs to support these goals and measures, the interfaces to external partners, the information required to do the work, the applications required to process the information, and the technology required to support the applications. ▶ The target architecture, including the security architecture, depicting a model of your office's enterprise in three to five years. ▶ The gap analysis identifying the differences between the baseline and target architectures. ▶ The migration or sequencing plan identifying the steps to bridge the gaps between the baseline and the target architectures and including specific schedules and resources needed. Additionally, account for the effects of change on all related systems. ▶ Implement and monitor the progress of the migration plan and demonstrate the linkage to the IT capital planning process. ▶ Develop and maintain your office's Standards Profile and Technical Reference Model (TRM) in accordance with the Department's TRM and Standards Profile.
Enterprise Architecture maturity model self-assessments			•								January					•	<ul style="list-style-type: none"> ▶ Annually assess the maturity of the architecture using the DOC IT Architecture Capability Maturity Model and OMB's Enterprise Architecture Assessment Framework. Ensure that the architecture continually matures according to both models.
Earned Value Management Report		•									January 15 April 15 July 15 October 15			•			<ul style="list-style-type: none"> ▶ Provide quarterly Earned Value Management reports for all major DME IT projects, providing for the previous quarter, monthly Planned Value, Earned Value, and Actual Cost figures. These Earned Value data points must include full-time employee costs as well as contract costs. ▶ Report directly to the attention of the Department's CIO any investment showing a 10% or greater negative cost or schedule variance. ▶ Provide EVM by month for major IT investments in the planning and development stages
IT workforce gains and losses report						•					January 15 April 15 July 15 Sept 15			•			<ul style="list-style-type: none"> ▶ Provide the Department's Office of the CIO with quarterly reports of gains and losses in the IT workforce, classified by grade level and the Specialized Job Activities listed in the annual IT Workforce Survey.
Operational Analysis Report		•									February 15					•	<ul style="list-style-type: none"> ▶ For major IT investments in steady state, conduct annual Operational Analyses of all steady state IT investments. ▶ Operational Analyses must address the four factors identified on the Department's Operational

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 What: IT Governance Deliverables	Element										When: Deadline & Frequency					Activities	
	IT CPIC	Prog. Mgt	EA	IT Security	IT Privacy	E-Gov	Workforce	Info Quall	Records Mgt	Accessibility	 Month	Ad hoc	Monthly	Quarterly	Semi-annual		Annually
																	Analysis Web page. ▶ Provide a report of the annual Operational Analysis to the Department's Office of the CIO.
Strategic IT Plan	•										February	•				•	▶ Deliver annually in February, or on schedule determined by office ▶ Prepare a Strategic IT Plan covering a five-year horizon and submit it annually to the Office of the CIO. Ensure that it is current to within one year. Follow the instructions at: http://www.osec.doc.gov/cio/oipr/SITPcall.htm
Capital Planning maturity model self-assessment	•										With Strategic IT Plan	•				•	▶ Annually assess the maturity of your IT capital planning process using the DOC and NOAA IT Capital Planning and Investment Control Maturity Model. Ensure that your IT capital planning process continually matures according to the Maturity Model.
E-government milestones report						•					February May August November					•	▶ Actively participate in OMB's e-government and lines-of-business initiatives, in accordance with your office's mission and needs. File quarterly reports, as needed, of progress in implementing OMB's e-government and lines-of-business initiatives. Annually prepare memoranda of understanding (MOU) to support these initiatives, as required by OMB.
E-Gov Scorecard EA Milestone Report						•					March 1 June 1 September 1 December 1					•	▶ Refer to DOC contacts for more information about reporting requirements.
IT security performance metrics				•							March June September December					•	▶ Refer to DOC contacts for more information about reporting requirements.
IT Security System Inventory Update				•							March September					•	▶ Develop and maintain a system, or systems, to track the conduct of required risk, vulnerability, and annual system self-assessments, security plan updates, contingency plan update and testing, certification and accreditation of systems, as well as update and implementation of Plans of Action and Milestones (POAMs). ▶ Report on current state of security plans, contingency plans, certifications, accreditations, etc.
Exhibit 300 for IT initiatives	•										May	•				•	▶ with the budget submission; update as needed throughout the year or as part of the Operational IT Plan ▶ Use eCPIC to document all major investments as well as IT initiatives recommended by your office's IT Review Board in the format required by Office of Management and Budget (OMB) Circular A-11, Exhibit 300, Capital Asset Plan and Business Case Summary. Update this information for review by the DOC and NOAA IT Review Board. ▶ Document all of the office's IT investments in eCPIC, including the offices' infrastructure and enterprise architecture investments. Use this information to generate an office specific OMB Circular A-11, Exhibit 53, IT Investment Portfolio. Use this as a tool to manage a balanced IT portfolio and Operational IT Plan.
Estimated population of the office's IT						•					June					•	▶ In conjunction with the annual Workforce Assessment, develop an estimated population of the office's IT workforce.

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workforce.																	<ul style="list-style-type: none"> ▶ Encourage maximum participation by the office's IT workforce in the annual Workforce Assessment by emphasizing the importance of the survey to the Department, offering dedicated time to participate in the survey, and making the office's full participation a high priority.
Peer review agendas, posted to Web											June December						<ul style="list-style-type: none"> ▶ Post on the Web agendas for peer review of Highly Influential Scientific Assessments and Influential Scientific Information.
Targeted skill and competency levels											July						<ul style="list-style-type: none"> ▶ Develop and periodically review and update targeted skill and competency levels for all Specialized Job Activities addressed in the survey.
Exhibit 300 for major IT investments	•										August December	•				•	<ul style="list-style-type: none"> ▶ update as needed throughout the year or as part of the Operational IT Plan ▶ Use eCPIC to document all major investments as well as IT initiatives recommended by your office's IT Review Board in the format required by Office of Management and Budget (OMB) Circular A-11, Exhibit 300, Capital Asset Plan and Business Case Summary. Update this information for review by the DOC and NOAA IT Review Board. ▶ Document all of the office's IT investments in eCPIC, including the offices' infrastructure and enterprise architecture investments. Use this information to generate an office specific OMB Circular A-11, Exhibit 53, IT Investment Portfolio. Use this as a tool to manage a balanced IT portfolio and Operational IT Plan.
Exhibit 53	•										August December					•	<ul style="list-style-type: none"> ▶ (Generated automatically from the information entered in eCPIC.)
Inventory of Web servers and sites						•					August					•	<ul style="list-style-type: none"> ▶ Maintain an inventory of Web sites and servers annually.
Certification of Web policy compliance						•					August					•	<ul style="list-style-type: none"> ▶ Implement an effective process for certification to the Department's CIO annually that all Web sites of the office comply with the Department's Web policies. If any deficiencies exist, provide a plan to bring the Web sites into compliance.
IT Security maturity model self-assessment and FISMA Report for Security				•							September					•	<ul style="list-style-type: none"> ▶ Annually assess the maturity of your IT Security Program using the Federal CIO Council's IT Security Assessment Framework (NIST Special Publication 800-26, appendix C) and assess the security posture of IT systems using the system self-assessment questionnaire (NIST Special Publication 800-26, appendix A). Using this information, respond to OMB's questions about the status of your security program as required under FISMA. Ensure that your IT Security continually matures against the Framework, and maintain a minimum level 4 maturity (policies and procedures established, implemented, and tested).
FISMA Report, Privacy				•							September					•	<ul style="list-style-type: none"> ▶ Refer to DOC contacts for more information about reporting requirements.
E-Government Report						•					September					•	<ul style="list-style-type: none"> ▶ Report annually on progress in e-government activities per OMB's guidance.
IT Workforce Assessment							•				September	•				•	<ul style="list-style-type: none"> ▶ Participate in IT workforce identification, assessment, and reporting activities such as the Federal CIO Council's annual IT Workforce Assessment.
Operational IT Plan	•										October					•	<ul style="list-style-type: none"> ▶ Prepare an annual Operational IT Plan at the beginning of the fiscal year to reflect the current year IT operations and development. Follow the instructions at: http://www.osec.doc.gov/cio/oipr/OITP_CALL.htm
E-government MOUs						•					October					•	<ul style="list-style-type: none"> ▶ Actively participate in OMB's e-government and lines-of-business initiatives, in accordance with

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 What: IT Governance Deliverables	Element										When: Deadline & Frequency					Activities	
	IT CPIC	Prog. Mgt	EA	IT Security	IT Privacy	E-Gov	Workforce	Info Quall	Records Mgt	Accessibility	 Month	Ad hoc	Monthly	Quarterly	Semi-annual		Annually
																	your office's mission and needs. File quarterly reports, as needed, of progress in implementing OMB's e-government and lines-of-business initiatives. Annually prepare memoranda of understanding (MOU) to support these initiatives, as required by OMB.
Information Collection Budget						•					October						<ul style="list-style-type: none"> ▶ For those CIOs who manage the Information Collection Budget function*, implement an effective process for submitting Information Collection Requests for clearance to the Departmental Paperwork Clearance Officer in accordance with the Paperwork Reduction Act and DOC and OMB policy. ▶ Provide an Information Collection Budget annually in accordance with guidance issued by OMB. *Note that many Paperwork Reduction Act Liaisons are not in the Office of the CIO.
Skill and competency gap analysis							•				November						<ul style="list-style-type: none"> ▶ Conduct comparisons of targeted skill and competency levels with actual skill and competency levels as determined by the annual IT Workforce Assessment, and provide the Department's Office of the CIO an analysis of skill and competency gaps in the office.
Summary of information quality requests for correction								•			December						<ul style="list-style-type: none"> ▶ Annually, submit a summary of requests for correction for the prior fiscal year per OMB requirements and guidance.
IT Security Plans of Action and Milestones (POAMs)				•							Monthly		•				<ul style="list-style-type: none"> ▶ Develop and maintain a system, or systems, to track the conduct of required risk, vulnerability, and annual system self-assessments, security plan updates, contingency plan update and testing, certification and accreditation of systems, as well as update and implementation of Plans of Action and Milestones (POAMs).
Resumes of project managers and contracting officers		•									Ongoing	•					<ul style="list-style-type: none"> ▶ Submit, following the suggested format, resumes of project managers managing major DME IT projects and Steady State investments.
Correspondence associated with information quality requests for correction								•			Ongoing	•					<ul style="list-style-type: none"> ▶ Respond to all requests for correction of information according to your guidelines. ▶ Convert all correspondence, associated with information quality requests for correction, to electronic format if not already in electron format. ▶ Forward all correspondence associated with requests for correction electronically to the Department's Office of the CIO for posting on the Department's Web site.
Privacy Impact Assessments					•						As needed	•					<ul style="list-style-type: none"> ▶ For new systems or significantly modified systems: ▶ Ensure that Privacy Impact Assessments (PIA) are prepared for IT investments in accordance with the E-Government Act and OMB, DOC and NOAA policy. Post the PIAs to the Web. Note that DOC policy extends privacy protections to businesses. ▶ Contribute to the privacy section of the annual Federal Information Security Management Act report.
Request for Section 508 accessibility waiver									•		As needed by office	•					<ul style="list-style-type: none"> ▶ Request waivers for undue burden through your office head to the NOAA CIO in accordance with NOAA policy.
Other EA artifacts			•								Per call memo	•					<ul style="list-style-type: none"> ▶ Refer to DOC contacts for more information about reporting requirements.

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 What: IT Governance Deliverables	Element									When: Deadline & Frequency					Activities		
	IT CPIC	Prog. Mgt	EA	IT Security	IT Privacy	E-Gov	Workforce	Info Quall	Records Mgt	Accessibility	 Month	Ad hoc	Monthly	Quarterly		Semi-annual	Annually
Justice Dept. Section 508 accessibility survey response									•	Per call memo	•						▶ (Generally bi-annually,) Respond to the periodic Section 508 Department of Justice survey.
Records control schedule for electronic information systems operational as of December 17, 2005								•		September 30, 2009	•						▶ Review and make recommendations on requests for the funding and acquisition of electronic records management systems in accordance with information technology capital planning and investment control procedures. ▶ Note that many Records Managers are not in the Office of the CIO.

Table 5, How We Work Together

 Where: Venue	How: Practice Checklist	Outcomes
ALL	<ul style="list-style-type: none"> ▶ All material and submissions from NOAA to the Department must go through the NOAA OCIO. 	<ul style="list-style-type: none"> ▶ Accountability, management, and version control of IT governance products rests with NOAA OCIO ▶ Clear line of authority
Briefings	<ul style="list-style-type: none"> ▶ Informational briefing may be informal or formal format. The more formal briefings are a part of the IT CPIC review processes to assess and control IT investments. ▶ Formal briefing types include: Delegation of Procurement Authority, Decision Briefing, Control Reviews, Post Implementation Reviews, Portfolio Management Reviews, System Reviews, and Budget Increase Request, etc. ▶ Each type follows a standard presentation slide agenda format, and then deviates slightly from the standard format to address the specialized purpose of the briefing. See IT Liaison or Subject Matter Expert for specific advice on format. ▶ NOAA OCIO requires briefings files of in advance of the presentation date. LOs and other presenters must vet important presentations well in advance to receive go-ahead for the actual presentation. ▶ Contractors are not allowed to attend or brief the CIO Council or NITRB without advance permission of Chair. ▶ For detailed information explaining the NITRB process for review and preparation, contact your IT Liaison or the NOAA OCIO PPA contact for the NITRB, and request the document called, "<i>NITRB review Requirements and Preparation</i>" 	<ul style="list-style-type: none"> ▶ Following repeatable process and best practice
Change Management	<ul style="list-style-type: none"> ▶ Changes to IT governance "things" already approved or baselined, should follow a change process. ▶ The change process defers back to the original group or person(s) who originally gave approval, or to a supervising authority. ▶ Document the change, date of change, and who authorized it. ▶ When updating a new version of a document or application, make visible the new version date, number, filename, etc. to make the user aware of the version or changes. ▶ *Provide a brief summary of changes. 	<ul style="list-style-type: none"> ▶ Audience has awareness of and access to latest versions of info.
CIO Council	<ul style="list-style-type: none"> ▶ Weekly standing forum for NOAA CIOs to meet and discuss work and strategy at the NOAA-level. ▶ Chaired by NOAA CIO. ▶ Attended by NOAA and LO CIOs, with key staff observing and taking minutes. ▶ Meets Tuesdays, 2-4pm, Room SSMC3-9536 ▶ Purpose is NOAA-wide CIO coordination and decision-making. ▶ Before briefing to the NITRB, presenters must first have agreements and approvals with LO Program Managers and CIOs, and appropriate NOAA committees (e.g. ITSO, NAC, EA); especially, any presentations for decisions must first LO management and NOAA committees go-ahead ▶ Meeting agenda and supporting materials are distributed up to one week or no less than 24 hours in advance of the meeting. ▶ Contractors are not allowed to attend or brief the CIO Council or NITRB without advance permission of Chair. ▶ Meeting minutes are written and distributed to NOAA CIOs and "cc"s within 24 hours. ▶ Subjects relating to EA and networks/internet/telecomm are delegated to EAC and NAC respectively. 	<ul style="list-style-type: none"> ▶ NOAA-wide CIO decisions, consensus, and delegated actions on important NOAA IT needs.
CIO Council Sub-Committees: EA, IT Security, Network Advisory, Web	<ul style="list-style-type: none"> ▶ Committees established by charter by the CIO Council to advise regarding subject matters that impact LOs. ▶ Chaired by a LO CIO? ▶ Options and recommendations need to be worked by committee before going before CIO Council? 	<ul style="list-style-type: none"> ▶ Delegation of technical subject matter to committee, answerable to CIO Council ▶ Clear line of authority
Commerce (CITRB)	<ul style="list-style-type: none"> ▶ NOAA OCIO maintains history of past CITRB briefings by NOAA and the outcome. ▶ Purpose is to conduct review at DOC-level per IT Governance for element, IT CPIC. ▶ Many IT investments will be scheduled every several years for review by the CITRB. 	<ul style="list-style-type: none"> ▶ Presentation to CITRB are well-prepared and highly successful due to

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Where: Venue	How: Practice Checklist	Outcomes
	<ul style="list-style-type: none"> ▶ Briefing package for IT investment includes: presentation slides; Exh. 300; PM and CO resumes. ▶ Briefing slides for CITRB must first be approved by NITRB prior to sending to DOC. ▶ Presenter (PM) to CITRB must be the same person as the presenter to the NITRB. ▶ The presenter and key LO PM/SME and NOAA OCIO staff will meet several times for dry run and slides reviews, to walkthru and vet slides before approving to send to DOC. ▶ Briefing slides for CITRB must be distributed to DOC 2-weeks in advance of CITRB meeting. ▶ Changes to slides and other materials in the briefing package are sometimes allowed, with the caveat that the presenter might be responsible to bring 20 copies of each late material to the CITRB. ▶ Scorecard results are consolidated and emailed to participants within 48 hours. 	<p>strong advance preparation.</p>
Data Calls	<ul style="list-style-type: none"> ▶ NOAA OCIO maintains history of past data calls and responses. ▶ IT Liaison reviews OMB, DOC, &/or NOAA guidance on subject matter prior to distribution ▶ IT Liaison develops value-added, supplemental guidance as needed for NOAA audience ▶ *IT Liaison develops guidance by team effort, vets guidance and strategy with affected LO customers during developemnt of guidance, and reaches consensus in advance of issuance ▶ Attend/sponsor meetings ▶ Primary Lead contact distributes data call to affected parties. Data call should include instructions, guidance, and a due date. ▶ When appropriate, the Lead should request for data call responses back using a common template, making it easier for the Lead to consolidate answers. ▶ Guidance should be well-communicated in writing and easily accessible, such as in email, documents, and websites ▶ *Guidance should be explained in a face-to-face forum, using conference calls for remote staff ▶ On important data calls, such as those requiring significant scale or level of effort, the Lead and IT Liaisons and other contacts should be in frequent communication about the status and any other questions. Talk on the phone or email early and often. ▶ Lead should remind responders when past due. Ask if there are any problems and try to help the responder. ▶ If repeated no response, bring to the attention of supervisor or team lead. 	<ul style="list-style-type: none"> ▶ Audiences are Informed regarding data call guidance ▶ Responding to data calls on time, with consolidated office response. ▶ Gain insights from prior research to assess knowledge gaps and inform primary research efforts
Decision Making	<ul style="list-style-type: none"> ▶ Existing NOAA business practices are defined in the NOAA Business Operations Manual (BOM), and NOAA OCIO follows decision-making processes described in the BOM. ▶ Decisions, approvals, agreements on action item item, or scorecards coming out of meetings should be documented in meeting minutes and distributed to meeting attendees. ▶ When decision impact existing baselines of IT governance artifacts (e.g. plans, guidance, EA, etc.), updates should be made to reflect impact. 	<ul style="list-style-type: none"> ▶ Following repeatable process and best practice
Enterprise Architecture Committee (EAC)	<ul style="list-style-type: none"> ▶ Committee chartered by the CIO Council to advise regarding enterprise architecture matters and coordinate across LOs to support DOC and OMB IT governance for EA. ▶ Facilitates development of the NOAA's target enterprise IT architecture, working in concert with other NOAA enterprise entities (e.g., NAC, DMIT, etc.) as appropriate. ▶ Provides primary liaison to the DOC Enterprise Architecture Advisory Group to facilitate integration of the NOAA EA into the DOC EA and ensure compliance with departmental policy. ▶ As of Sept. 2006, Chair position based in NOAA OCIO is vacant and the acting Chair is the NESDIS EA lead. ▶ Meets biweekly, every other Thursday, 1-3pm. 	<ul style="list-style-type: none"> ▶ Coordinated and vetted recommendations to the CIO Council regarding EA matters ▶ Informed LO representatives to champion the use of strategic enterprise IT solutions for local LO purposes. ▶ Responds to DOC and OMB data calls relating to EA
Enterprise Messaging Committee (EMC)	<ul style="list-style-type: none"> ▶ Committee established by charter by the CIO Council to advise regarding messaging topics, including email and spam filtering, etc. and working with DOC on enterprise messaging and email solutions. 	<ul style="list-style-type: none"> ▶
IT Infrastructure	<ul style="list-style-type: none"> ▶ The following suggestions were made during the July 2006 IT Infrastructure Exh. 300 process. Need to follow and decide next steps: 	<ul style="list-style-type: none"> ▶

* Items marked with "*" are highly desirable activities for work of large scope, scale, effort, visibility and importance; but optional for smaller efforts.

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Where: Venue	How: Practice Checklist	Outcomes
Committee	<ul style="list-style-type: none"> ▶ The definitions for "what is IT", what is IT Infrastructure, etc. should be consistent between across LOs, and with programs for EA, A-11, and e-Gov ▶ NOAA should have a common IT Infrastructure IT investment strategy across LOs, reflected in the NOAA Exh. 300 for IT Infrastructure ▶ How to better integrate the Exh. 300 with other IT Program Management work 	
IT Security Committee	<ul style="list-style-type: none"> ▶ Committee established by charter by the CIO Council to advise regarding IT Security-related matters ▶ Meets ad hoc?? How frequently?... 	▶
Network Advisory Committee (NAC)	<ul style="list-style-type: none"> ▶ Committee established by charter by the CIO Council to advise regarding network-related matters that impact network and telecomm operations in LOs. ▶ Meets ad hoc?? How frequently? 	▶
NOAA ITRB (NITRB)	<ul style="list-style-type: none"> ▶ Mandated by the IT governance element, IT CPIC: Establish an IT Review Board to advise the head of the office on critical IT matters, to assess IT initiatives in the budget review process, to control ongoing IT investment implementation, and to conduct post-implementation reviews of completed projects to benefit from lessons learned. Present to the Commerce IT Review Board as requested for Delegation of Procurement Authority, Control Reviews, Post Implementation Reviews, Portfolio Management Reviews, etc. ▶ Meets during the same CIO Council time/place, with the addition of CFO. ▶ Purpose is to conduct review in support of the IT CPIC mandate to select, control, and evaluate IT capital investments. ▶ For detailed information explaining the NITRB process for review and preparation, contact your IT Liaison or the NOAA OCIO PPA contact for the NITRB, and request the document called, <i>"NITRB review Requirements and Preparation"</i> ▶ Before briefing to the NITRB, presenters must first have agreements and approvals with budget and Acquisition and Grants Office (AGO) ▶ Before briefing to the NITRB, presenters must first have agreements and approvals with LO Program Managers and CIOs, and appropriate NOAA committees (e.g. ITSO, NAC, EA) ▶ Meeting agenda and supporting materials are distributed up to one week or no less than 24 hours in advance of the meeting. ▶ Contractors are not allowed to attend or brief the CIO Council or NITRB without advance permission of Chair. ▶ Many IT investments will be scheduled periodically for review by the NITRB. Not all NITRB presentations will be sent to the CITRB, but all CITRB must first go through the NITRB. ▶ Briefing slides for NITRB must be distributed to members 1-week in advance of NITRB meeting. ▶ After a briefing presentation the subject matter is scored by the NITRB – green, yellow, or red – with comments and suggestion for improvement. ▶ Scorecard results are consolidated and emailed to participants within 48 hours. 	▶ NITRB exercises its authority to assess and control the direction of IT investments at NOAA.
Planning, Programming, Budget, and Execution System (PPBES)	<ul style="list-style-type: none"> ▶ NOAA's Planning, Programming, Budgeting, and Execution System (PPBES) is the primary system for planning, allocating, and managing resources ▶ The PPBES process ties planning, programming, budgeting and execution together to ensure activities the agency undertakes are effective in meeting NOAA's mission and vision. This system meets the Office of Management and Budget's (OMB) requirements for a "comprehensive system that integrates analysis, planning, evaluation and budgeting." <ul style="list-style-type: none"> ○ The NOAA PPBES website is located at https://www.ppbes.noaa.gov/ ○ PPBES is described in the NOAA BOM, as part of a comprehensive overview to NOAA employees of the NOAA business model, organizational structure, management techniques and the organization's management structure and business procedures ▶ PPBES has the following annual objectives: <ul style="list-style-type: none"> ○ Planning for achieving NOAA strategic priorities and outcomes ○ Prioritizing resources among competing requirements ○ Selecting the best alternative program plan to meet Strategic Plan outcomes ○ Focusing budgeting and accountability on expenditure details (inputs) and on the results (outputs and impact) from the expenditures ○ Managing the cost, schedule, and performance of programs ○ Adjusting resource requirements based on execution performance 	<ul style="list-style-type: none"> ▶ Evaluating the success of the NOAA Program ▶ Integration of NOAA BOM, PPBES, and IT Governance processes at NOAA
Process	▶ Evaluate performance measure or other feedback. Were business objectives met? If not, will	▶ Taking corrective actions

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 Where: Venue	How: Practice Checklist	Outcomes
Improvement	changes in how we communicate make any positive difference? ▶ Step back and look at ways to improve communications ▶ Conduct surveys and ask for feedback ▶ Make changes to process, checklists, roles, responsibilities, etc. as needed	when indicated ▶ Obtaining buy-in or acceptance for changes
Status Tracking	▶ Keep written list of action items, issues, and outstanding questions – ones that are not already in a Project Schedule. Or keep a project Schedule of tasks, assignees, and due dates. ▶ Inventory of project tasks, issues or action items tracks item name, date due, assignee, description, etc. ▶ Long outstanding or past due tasks should be brought to the attention of a supervisor or oversight group.	▶ Early and timely accountability for status of work. ▶ Keeping up to date Project Schedules
Web Committee	▶ Committee established by charter by the CIO Council to advise regarding web site-related matters	▶