Bringing Governance, Performance Management, and IT Together

A planned case study example

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Agenda

- Context setting
  - What are we trying to do with Open Government
  - Stakeholders & Management goals
- Experiences at the Department of Transportation

What Are We Trying To Do?

The Goal of Open Government

is

NOT

to be open

The Goal of Transparency

is

NOT

to be transparent
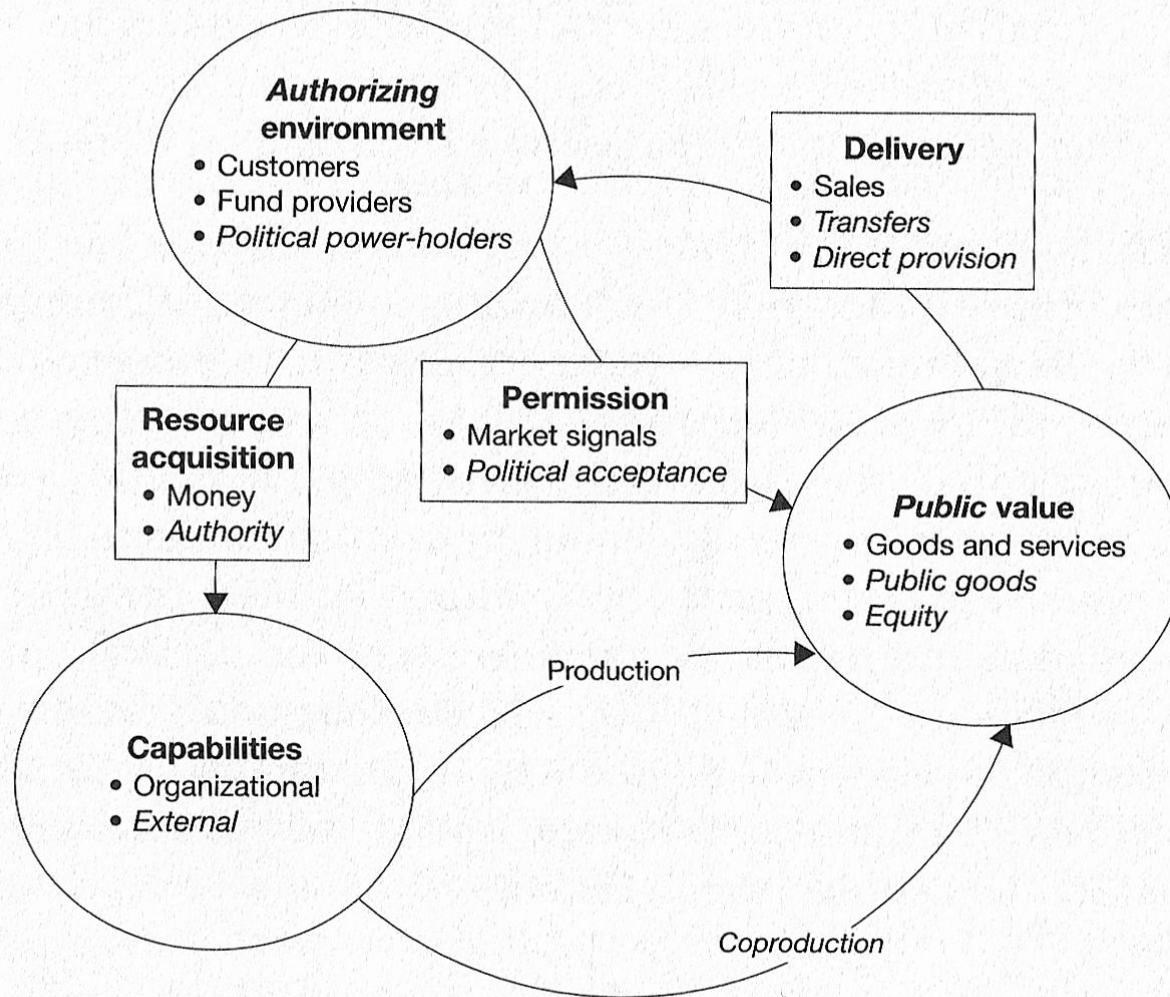
The Goal of Exposing Data

is

NOT

to allow others to
see the data

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The goal is to cause something to happen that would not have happened

THE GOAL is to cause a change in a result

Value Framework for Managing Not-for-Profit Organizations

Authorizing environment
- Customers
- Fund providers
- *Political power-holders*

Delivery
- Sales
- *Transfers*
- *Direct provision*

Resource acquisition
- Money
- *Authority*

Permission
- Market signals
- *Political acceptance*

Public value
- Goods and services
- *Public goods*
- *Equity*

Capabilities
- Organizational
- *External*

Production

Coproduction

Note: Italics are for not for profits only.
Source: Adapted from John Alford, Melbourne Business School, University of Melbourne, 1993.

Dan's Excellent Adventure at the US Department of Transportation

Pilot Approach at DOT

- Used security as a test case due to public visibility
  - Cyber had a lot of attention
  - DOT FISMA scores had dropped
- Side-benefit in impacting infrastructure consolidation
  - Had been started using ROI as justification
  - But there are issues with measuring ROI
- First step in security oversight was taken by consolidating all Departmental oversight into a single organization
  - Cyber-Security Management Center (CSMC)

What We Did

- Used Office of Management & Budget(OMB) program ratings as a guide
- Recognized federated nature of DOT
- Established two initial measurements associated with security
  – How visible to the CSMC were Lines of Business (LOBs)
  – How quickly did a LOB deal with an identified security 'issue'
- Each measurement was measured using a 'relatively' objective formula
  – Converted to a green, yellow, red measurement
- Regular reviews
  – Monthly meetings at DOT CIO Council
  – Quarterly meetings with the Deputy Secretary and Agency management leads to review status
  – Much of the improvement is accomplished before meetings, particularly the management meetings, are held

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A Few Additional Thoughts, What We Did Wrong or Didn't Recognize

- Clinger-Cohen provides CIO largely with 'negative authority'
  - Can stop spending on investments but without complementary legislation or executive direction difficult or impossible to move money around
  - Without context, argument is over value of program which is a losing proposition
- CFO <-> CIO relationship
  - Oversight legislation is inconsistent in identifying authority of CFO and CIO
  - The CFO's importance corresponds to the sales organization in a private company
  - Need to identify what's in it for them
- Federated environment complications
  - Legislation may limit the ability to move/consolidate funding for infrastructure
  - Shared services funding can have complex governance arrangements

Finally, Some Thoughts Relating to The Open Government Directive

- Transparency underpins everything else
- When you do not control the budget
  - Define the process so it can be measured, expose the measurements
  - Define the results so they can be measured, expose the measurements
- Will not work if culture will not support publication of unpleasant information; helps if measurement creation is automated
- Important to have agreement on methods of measurement
  - Allows argument to move from the value of the program to how well the program is being managed; the 1st is hard to win
- Review process must include senior management as well as IT management

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