EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

DEPUTY DIRECTOR
FOR MANAGEMENT

April 15, 2005

MEMORANDUM FOR THE PRESIDENT'S MANAGEMENT COUNCIL

FROM: CLAY JOHNSON III
                  Deputy Director for Management

SUBJECT: Human Capital Planning for the IT Workforce

The Federal Chief Information Officer's Council (CIOC), in partnership with the Office of Personnel Management (OPM), has completed the 2004 IT Workforce Capability Assessment. Each agency was provided its agency-specific Survey results in October 2004, and the federal-wide results of this Survey are located at www.cio.gov. The Assessment is located at http://surveyIT2004.cio.gov. The Assessment enables an agency to compare the current capabilities of its IT workforce to its desired target capabilities, and to identify specific competency and skill gaps.

By using the Assessment and other human capital planning and management tools, agency CIO and CHCO partners are now better equipped to focus their attention on identifying and closing IT skills gaps. Once gaps are identified, options to mitigate the gaps using strategies such as recruitment, training, developmental assignments, and contracting, need to be explored and integrated as part of the agency's overall Human Capital Plan.

By August 30, 2005, agencies, through the joint effort of CIOs and CHCOs, are expected to develop and submit to OMB their plans for closing important IT skill gaps. The CIOC has chosen IT Project Management, IT Architecture (Enterprise and Solutions), and IT Security as job activities important at the federal level due to their direct contribution to fulfilling the President's Management Agenda. All agencies will need to analyze these three important job activities in addition to those job activities important to the specific mission of the agency. Completion of these plans will be monitored as part of the PMA Human Capital Scorecard requirement to significantly reduce gaps in mission critical occupations and competencies. Your plans will need to include the following:

- A completed template (attached) showing the numbers of civil service staff on board in each of the important job activities noted above, as well as the number of funded and unfunded positions needed. This is the same information collected in the CIOC spring poll last year.

- A list of the important skill and competency gaps identified in your workforce analysis, and an indication of the risk associated with the gap (high, medium, low) of not being able to accomplish mission objectives.

- A plan and schedule for closing the high-risk gaps, showing specific actions and dates for completion.

A briefing on the 2004 IT Workforce Capability Assessment and the requirements of this memorandum will be held at the Office of Personnel Management from 1:00 pm to 4:00 pm on April 19, 2005 and again on April 28, 2005. Please send the name and contact information of your agency's CHCO and CIO attendees to ITWorkforce@opm.gov. Please also advise which session will be attended.

Questions regarding this memorandum may be addressed to Ms. Jacqueline Zeiher, JZeiher@omb.eop.gov, 202-395-4638, and Ms. Dagne Fulcher, Dagne.Fulcher@opm.gov , 202-606-1875.

CC: Chief Information Officers
     Chief Human Capital Officers
     Agency CIOC IT Workforce Survey POCs

Attachment

Agency:
Contact Person Name:
Contact Person Email:
Contact Tel. Number:

Positions (Important Job Activities)	Number of positions on board	Number of funded positions to be filled		Number of unfunded positions needed	Level of risk of not meeting agency mission (High, Medium, Low)
		In FY 05 / In FY06		In FY05/In FY06	
IT Project Management					
IT Security					
IT Architecture (Enterprise Architect)					
IT Architecture (Solutions Architect)					
Agency-Specific Important Job Activity					
Agency-Specific Important Job Activity, etc…					

Please note that this chart refers to Federal employees only.

Definitions of Important Job Activities:
Project Management: A project manager determines appropriate products or services with clients or customers to define project scope, requirements, and deliverables; develops, modifies, or provides input to project plans; implements project plans to meet objectives; coordinates and integrates project activities; manages, leads, or administers project resources; monitors project activities and resources to mitigate risk; implements or maintains quality assurance processes; makes improvements, solves problems, or takes corrective action when problems arise; gives presentations or briefings on all aspects of the project; participates in phase milestone, and final project reviews; identifies project documentation requirements or procedures; and develops and implements product release plan.

IT Security: IT Security Specialist work involves ensuring the confidentiality, integrity, and availability of systems, networks, and data through the planning, analysis, development, implementation, maintenance, and enhancement of information systems security programs, policies, procedures, and tools.

Enterprise Architecture: The Enterprise Architect must have a broad view of the entire organization/agency. This person is a leader in business strategy, vision, and overall information technology systems and architecture. The Enterprise Architect is concerned with business issues, process optimization and technology standardization at an agency level. The Chief Enterprise Architect has overall responsibility for all of the enterprise architectures and their ability to meet agency needs.

Solutions Architecture: The Solutions Architect provides the overall technical leadership throughout the life cycle of a single project or business solution in the areas of data, application, and technology. The Solutions Architect plays a vital role in the success of the Enterprise Architecture, ensuring adherence to EA standards, seeking guidance of EA team members and providing feedback to the EA process. The Solutions Architect may also participate in one or more project tracks of the EA program as a technical or business area specialist.