



**NRC COMMON BASELINE  
SELF-ASSESSMENT AND PLAN**  
NOVEMBER 10, 2015

## Introduction

### Background

The Federal Information Technology Acquisition Reform Act (FITARA) was enacted on December 19, 2014. To assist agencies with the implementation of FITARA, the Office of Management and Budget (OMB) issued Memorandum M-15-14, “Management and Oversight of Federal Information Technology,” on June 10, 2015. Attached to the memorandum was the “Common Baseline for IT Management” (commonly referred to as the Common Baseline), which provides guidance on the roles and responsibilities of the agency Chief Information Officer (CIO) and other senior agency officials for the management of information technology (IT). The memorandum directs each covered agency to conduct a self-assessment that identifies current conformity with the Common Baseline and identify and develop a plan for any areas in need of improvement to ensure that all Common Baseline responsibilities are implemented by December 31, 2015.

### Purpose

This document explains the implementation of the Common Baseline by the U.S. Nuclear Regulatory Commission (NRC). It explains the roles and responsibilities of the CIO and other senior agency officials in the management of IT and demonstrates how the NRC’s CIO retains overall accountability. Key to the NRC’s Common Baseline Implementation Plan is understanding its organizational structure, its IT and acquisition governance structures, and the relationship and crossover of responsibilities between them. Since the governance structure and processes explained in the NRC’s Common Baseline Implementation Plan establish IT management controls and responsibilities required by FITARA and demonstrate that the CIO retains accountability, this document provides a brief overview of these structures in lieu of the optional “CIO Assignment Plan”. The overview and plan are followed by the NRC’s Common Baseline Self-Assessment and Plan, which refers to the structures described in the overview and processes provided in the plan.

### Overview of the NRC’s Organizational and Relevant Governance Structures

The NRC is a small independent agency and its organizational structure is headed by a five-member Commission. The President designates one member to serve as the Chairman and official spokesperson of the Commission. The Commission as a whole formulates policies and regulations governing nuclear reactor and materials safety, issues orders to licensees, and adjudicates legal matters brought before it. The Commission also establishes the strategic direction and goals of the agency and on an annual basis works with the Chief Financial Officer (CFO) and Executive Director for Operations (EDO) to establish budget direction that the CFO and EDO will issue as fiscal and programmatic budget guidance to the offices.

The EDO is responsible for executing the policies and decisions of the Commission and directing the activities of the program offices. Among other roles, the EDO serves as the NRC’s Chief Operating Officer (COO). The EDO is assisted by two deputies in directing the program offices.

The Deputy Executive Director for Reactor and Preparedness Programs (DEDR) oversees the direction of the following offices:

- Office of New Reactors
- Office of Nuclear Reactor Regulation
- Office of Nuclear Security and Incident Response
- Regional Office I
- Regional Office II
- Regional Office III
- Regional Office IV

The Deputy Executive Director for Materials, Waste, Research, State, Tribal, Compliance, Administration, and Human Capital (DEDM) oversees the direction of the following offices:

- Office of Administration
- Office of the Chief Human Capital Officer
- Office of Enforcement
- Office of Investigations
- Office of Nuclear Material Safety and Safeguards
- Office of Nuclear Regulatory Research

The NRC's CIO is also a direct report to the EDO. The EDO ensures that statutory responsibilities regarding IT investments and their oversight are appropriately assigned to the CIO. The EDO also assigns the CIO, DEDR, and DEDM to be the Designated Approving Authority (DAA) for IT systems to assume formal responsibility for approving the operation of an IT system at an acceptable level of risk based on an agreed-upon set of implemented security controls, in accordance with Federal Information Security Modernization Act of 2014 (FISMA) and guidelines set forth by the National Institute of Standards and Technology (NIST). The DAAs formally assume the responsibility for operating a major system or network at an acceptable level of risk; evaluate the mission, business case, and budgetary needs for an NRC system in view of the security risks; and permit or deny operations or use based on unacceptable security risk.

### The NRC's IT/IM Governance

The NRC Capital Planning and Investment Control (CPIC) process is critical to the management and oversight of the agency's IT resources. It is key to the NRC's IT investment management because it provides a mechanism for providing quality data and recommendations to executive decisionmakers on IT investments for inclusion into the IT portfolio. The NRC's IT investment management, comprised of the NRC's CPIC and IT budget processes, is part of the NRC's integrated information technology and information management (IT/IM) governance framework. The CPIC process ensures that IT investments integrate and adhere to the framework's other disciplines:

- strategic planning and enterprise architecture (SP/EA)
- project management methodology (PMM)
- information and records management (IRM) quality principles

The NRC CPIC process also ensures that IT investments are reviewed for compliance with cybersecurity internal standards set forth by the NRC's Information Security Directorate (ISD) in the Office of the Chief Information Officer (OCIO) and external standards mandated by NIST and the U.S. Department of Homeland Security (DHS) throughout their lifecycle and supports the CIO's involvement in relevant governance boards.

The CIO serves as one of the Co-chairs on the IT/IM Portfolio Executive Council (IPEC), along with the CFO. The IPEC is an executive management body established to determine the NRC's strategic direction for IT/IM and to manage the agency's IT portfolio by setting current fiscal year priorities and determining the funding of IT investments that effectively integrate into the IT portfolio, as required by the Clinger-Cohen Act, OMB Circular A-130, FISMA, and other Government requirements. This executive level IT governance body has established roles, responsibilities, and processes consistent with those required by FITARA. The key to the IPEC's success is its membership. In addition to the IPEC Co-chairs, members include the Chief Acquisition Officer (CAO); Chief Human Capital Officer (CHCO); Chief Information Security Officer (CISO); Deputy CIO; directors of the major program offices; and a regional administrator to represent all four regional offices. The IPEC recognizes the importance to have representation from the regional offices due to the critical role they play in the NRC's safety and security mission even though the regional offices have relatively small IT resources in comparison to the major program offices at headquarters and have minimal IT staff to provide local onsite support

for the regional office (i.e., Lan, help desk, phone support, document processing) to have effective internal operations. The directors of the major program offices serve as business line leads in budget formulation and execution, and also as functional/business sponsors of IT investments. It is worth noting that the regional work activities are budgeted within a corresponding business line at headquarters. Business line leads, working within partner offices across NRC, provide insight into the funding needs and impacts to the program and to the mission in the absence of sufficient funding. As directors of major programs and as CXOs, IPEC members are able to provide valuable input and advice on the many aspects of the NRC's mission and business needs. Collaboratively they obtain an understanding of interdependencies and achieve an agencywide perspective upon which they can base decisions on what is in the best interest of the agency and its mission.

The IPEC is responsible for the following:

- Deciding IT/IM direction, values, information security activities, and the agency's risk tolerance for IT activities to achieve strategic program objectives.
- Approving major investments that will effectively integrate into the IT portfolio.
- Ensuring that the agency's capital plan supports the NRC's priorities.
- Reviewing the IT portfolio in the year of execution to address current fiscal year priorities.
- Overseeing the execution of the portfolio by reviewing the portfolio health on a quarterly basis against established direction, values and risk tolerance.
- Communicating IPEC discussion and decisions to other NRC boards or committees.

The CIO established the IT/IM Board (ITB), a management-level investment review board, to review and recommend changes to the agency's IT portfolio based on the NRC's mission and business needs. The mission of the ITB is to align IT investments and technology standards with the NRC's strategic plan and architecture portfolio; provide resource, investment, and priority recommendations to IPEC; and ensure that IT investments are made according to the agency direction set by the IPEC. The ITB reviews new proposals and current IT investments to ensure the following:

- alignment with the IPEC priorities, agency's strategic direction and budget
- ability to integrate into the NRC's IT architecture
- conformance with technology standards
- identification of potential risks to the NRC environment

The ITB leverages the expertise of the Architecture Council (AC) for technical reviews. The ITB reviews are also supported and facilitated by the NRC's CPIC processes and staff. The CPIC staff works closely with the Integrated Program/Project Teams (IPTs) of existing investments to execute control and evaluate processes that inform ITB reviews. ITB reviews can result in minor corrective actions or in recommendations to the IPEC for matters warranting executive decision.

To support ITB reviews of new proposals, the CPIC staff facilitates subject matter expert (SME) reviews, the pre-select process, and the select process based on input provided by office-level stakeholders. The CPIC staff will ensure proper facilitation through the entire IT governance process and that the most viable solution to meet the business need is considered for inclusion into NRC's IT portfolio. As the secretariat of both the IPEC and the ITB, the CPIC staff facilitates the meetings of both boards and acts as a channel for communicating information, recommendations, and decisions between boards and among stakeholders.

The figure below shows the NRC's IT governance boards and supporting IT/IM governance framework, as well as the acquisition governance relevant to IT acquisition, that support executive decisionmaking.

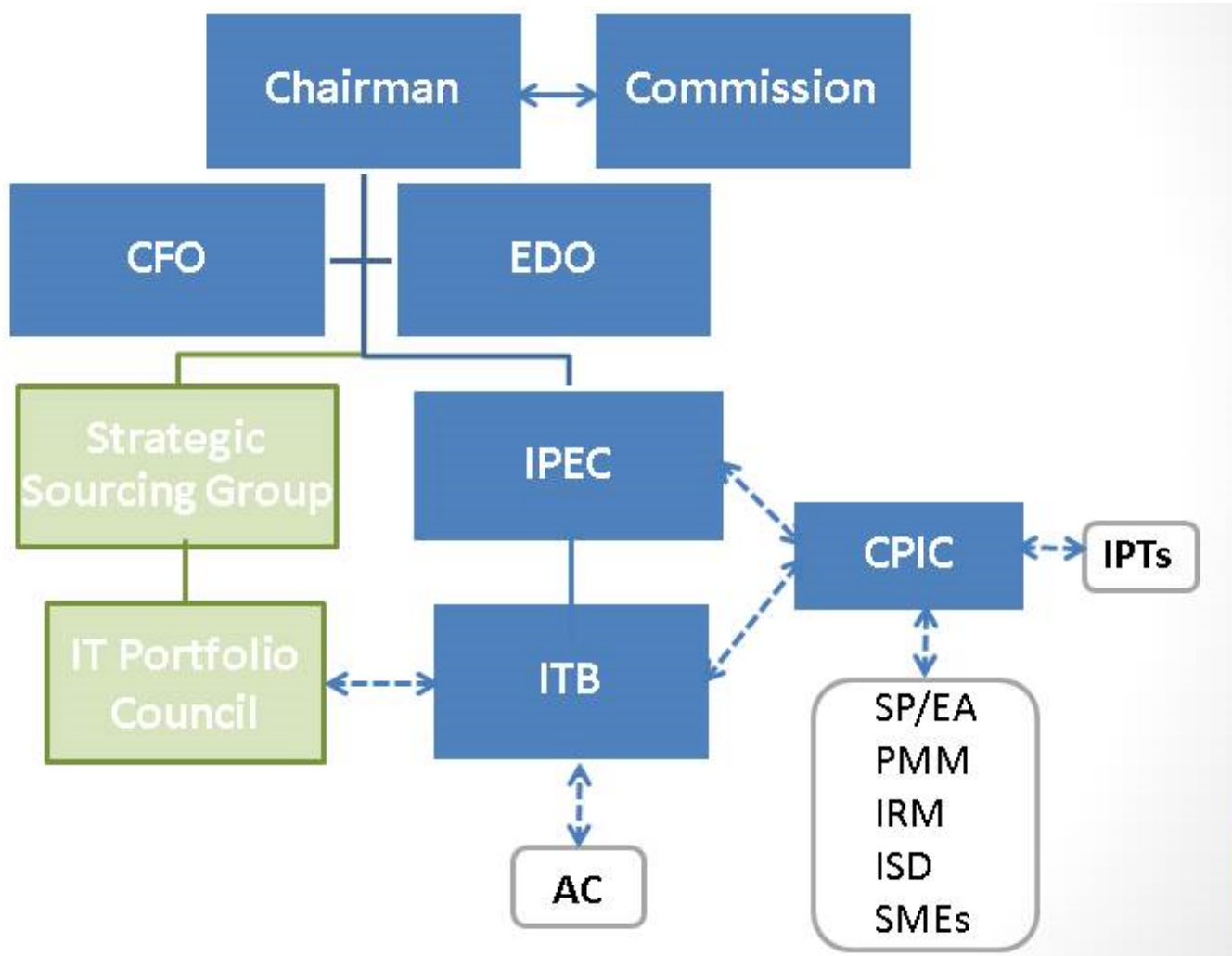


Figure 1. The NRC's IT Governance Structure.

### NRC Acquisition Governance Structure

The CIO, CAO, and Deputy CFO also serve as members of the Strategic Sourcing Group (SSG). The SSG provides senior level oversight of strategic acquisition business process improvements for the agency being implemented through various Portfolio Councils. Portfolio Councils are cross-functional agency teams responsible for the centralized acquisition planning, identification, and prioritization of opportunities to establish strategic sourcing strategies, including establishing enterprisewide contracts (EWCs) to address similar requirements across office and program lines. The SSG provides oversight of the Portfolio Councils (PCs), including the IT Portfolio Council (ITPC).

The SSG is an executive level board, which comprises of the following members:

- Deputy Executive Director for Materials, Waste, Research, State, Tribal, Compliance, Administration, and Human Capital, SSG Chair
- Deputy Executive Director for Reactor and Preparedness Programs
- Chief Information Officer
- Deputy Chief Financial Officer

- Chief Acquisition Officer/Senior Procurement Executive
- Deputy Assistant General Counsel/Special Council for Acquisition
- Director, Office of Small Business and Civil Rights

The SSG performs the following:

- Ensures alignment between the acquisition process and the budget formulation and execution processes.
- Provides strategic feedback to Portfolio Councils' commodity-centered recommendations.
- Considers recommendations on EWCs within and across Portfolio Councils.
- Monitors execution of Portfolio Councils' strategic sourcing strategies, including achieving agency socio-economic contracting goals.
- Provides senior level sponsorship of process improvements from the Portfolio Councils.
- Communicates status and progress to the Chairman and Commissioners.
- Prioritizes initiatives across Portfolio Councils, as needed.

Another important function of the SSG is to enhance the agency's procurement oversight process by ensuring that proposed procurement actions (i.e., commercial contracts, agreements with National Laboratories administered by the U.S. Department of Energy (DOE), and interagency agreements (IAA) exceeding \$1 million meet agency and programmatic needs and expectations, and that the documentation adequately supports the proposed procurement. This includes any IT contracts or contracts with IT components over the \$1 million threshold; procurement action documentation for the development of IT software or services must also demonstrate that adequate incremental development principles will be applied, as appropriate.

The ITPC is a cross-functional team responsible for managing the commodity category of IT. This involves monitoring agency spend through the spend analysis, conducting centralized acquisition planning and developing strategies around: strategic sourcing, supplier relationship management, demand management and total cost of ownership.

The key objectives of the PCs are the following:

- Oversee enterprise approach to acquisition planning and execution.
- Ensure compliance with small business laws, mitigate the impact of justified contract bundling, and provide the maximum practicable prime and subcontract opportunities for small business.
- Prioritize implementation for strategic sourcing vehicles.
- Improve commitment, obligation and expenditure of funds as the result of reduced procurement cycle times during the budget execution year.
- Eliminate redundancies among offices buying similar commodities.
- Implement streamlined processes with an enterprise approach to meeting programmatic requirements.
- Develop policies to drive demand in accordance with strategies and vehicles.
- Establish supplier relationship management with the NRC's critical vendors (top commercial vendors).
- Provide robust reporting on NRC-wide acquisition performance, such as tracking savings and spend for commodity initiatives.

The ITPC will use detailed spend analysis data and the ITPC members' experience and expertise to:

- Identify and prioritize opportunities to establish a category management approach including establishment of strategies spanning: strategic sourcing, supplier relationship management, total cost of ownership and demand management. Activities may include the establishment of

EWCS, to address similar requirements across office and program lines; or development of policy and procedures for using existing and future contract vehicles.

- Support appropriate comprehensive market research.
- Determine the sourcing strategy for the IT commodities.
- Make sourcing recommendations to the SSG for approval.
- Make recommendations to the SSG for updates to management directives, delegations, policies, etc., needed to implement ITPC recommendations.
- Actively manage the performance of the strategic sourcing initiatives for the commodity.

An annual spend analysis will inform subsequent procurements. As much of the agency's work is the same, similar or routine from year to year, this approach will be used to plan the majority of all agency work, with sufficient contract ceilings to allow for growth, unplanned changes, and emergent needs in agency priorities. The scope of the PCs' work encompasses all agency procurements, (i.e., commercial contracts, DOE laboratory agreements and IAAs). Consistent with the current process, all acquisitions will be supported by Commission budget decisions, and executed in compliance with existing financial and contractual regulations, policies, and internal controls.

By planning procurement requirements well in advance of the execution year, the agency can develop better sourcing strategies, explore the full range of alternatives to satisfy the agency's needs, consider the effect of all procurements on socio-economic contracting goals, and provide vendors sufficient lead time to develop improved proposals. With early identification of anticipated high level requirements and associated funding through monitoring of the contract landscape, discussions with the PC members, and monitoring the Advanced Procurement Plan (APP) process, the agency will be able to establish contract vehicles for known, or reasonably anticipated, upcoming agency requirements prior to the start of an execution year. Once the agency has an appropriation, task orders (or other ordering mechanism) for that work can be placed.

The ITPC also supports the various acquisition initiatives developed by the U.S. General Services Administration. The Acquisition Gateway and the category hallways allow for agencies to interact with new digital services that improve acquisition outcomes including various contracting vehicles across the government. The Federal Strategic Sourcing Initiative (FSSI) has established and continues to develop Federalwide vehicles for agencies to utilize. The ITPC actively monitor the IT commodities under the Acquisition Gateway and FSSI and incorporate into their strategies as appropriate.

## NRC's Common Baseline Implementation Plan

The Common Baseline sets forth requirements A through Q in the areas of Budget Formulation and Planning; Acquisition and Execution; and Organization and Workforce. Within each area the requirements are further broken down into (1) CIO Roles and Responsibilities and (2) CXO/Other Roles and Responsibilities, with the exception of requirements G, J, M and Q.

## Budget Formulation and Planning

**A1. Visibility of IT resource plans/decisions to CIO.** *The CFO and CIO jointly shall define the level of detail with which IT resource levels are described distinctly from other resources throughout the planning, programming, and budgeting stages. This should serve as the primary input into the IT capital planning and investment control documents submitted with the budget (formerly Exhibits 53 and 300).*

In 2014, under the direction of the CIO and CFO, the NRC's IT/IM budget was centralized within OCIO and the IT portfolio was restructured into groups of IT investments with the same or similar functional capabilities. These groupings help the NRC identify multiple investments duplicating the same service or business function in order to streamline the portfolio with the goal of having a single investment meet a given need (i.e., provide a given service) for headquarters and for all regional offices, when appropriate. Building an IT portfolio comprising IT investments (or services), that

provide all required capabilities to meet the business needs in a given area aligns with mandates and OMB requirements and with the select criteria based on these mandates and set forth in the NRC's CPIC policy and select process. It is a cost-effective strategy to help the NRC fulfill its mission efficiently and effectively.

The CIO and CFO jointly defined the level of detail with which IT resources levels are described throughout the planning, programming, and budgeting stages. Based on the data collected, the IPEC selects investments and recommends an IT budget for inclusion in the overall agency budget. The portfolio of investments approved during the select process and the associated funding levels approved during the budget process are the inputs used to populate the Agency IT Portfolio Summary.

The following definitions help explain the portfolio structure and the level of detail with which the IT resource levels are described distinctly from other resources throughout the planning, programming, and budgeting stages.

**Segment** refers to a group of related IT services that support the agency's needs within a given business area. For example, the Administrative Services segment provides IT services to support the agency's administrative functions, such as facilities and personnel security, facilities management, and space and property management.

**Investment/Service** refers to the expenditure of IT resources to enable core functions and processes that support the agency's mission and operational business requirements. An IT investment may include one or more project(s) for the development, modernization, enhancement, or maintenance of a single IT component or group of IT components with related functionality, and the subsequent operation of the component(s) in a production environment. All investments should have a defined lifecycle with start and end dates. The end date should represent the end of the currently estimated useful life of the investment based on its components' most current alternative analyses or the results of the investment's most current operational analysis summarizing the operational performance of its components and the investment's ability to deliver required functionality.

*[Note: Each Investment/Service is assigned a Unique Investment Identifier (UII) for tracking, budgeting, and reporting purposes, both internally and externally to OMB. **All IT acquisitions require the associated UII of the approved investment.]***

**Component** refers to an IT system, module, or application; IT network or computing device; physical or virtual computing platform; other IT asset; and/or personnel needed to deliver or support a given IT service. The NRC's goal is to invest in single enterprise solutions to provide a given service to meet common business needs across the agency. Where this is not possible, multiple related components would be associated with the given parent investment/service.

*[Note: Each Component is assigned a Component Identifier (CI) for internal tracking, budgeting, and reporting purposes, and to facilitate the necessary rollup to meet OMB tracking and reporting requirements (i.e., components are child investments that are part of a consolidated parent investment reported to OMB on the Agency IT Portfolio Summary). **All IT acquisitions require an associated CI, as well as an assigned Cost Center.]***

**Activity** refers to expenses, projects, tasks, processes, and other undertakings that constitute the costs and resources associated with a given component. Activities are further divided into the following funding types, as defined by OMB in the annual IT budget and capital planning guidance:

- **Operations and Maintenance (O&M)** refers to the expenses required to operate and maintain an IT asset that is operating in a production environment. O&M includes costs associated with operations, maintenance activities, and maintenance projects needed to sustain the IT asset at



the current capability and performance levels. It includes Federal and contracted labor costs, corrective hardware and software maintenance, voice and data communications maintenance and service, replacement of broken or obsolete IT equipment, overhead costs, and costs for disposal of an asset. O&M is also commonly referred to as “steady state.”

- **Development, Modernization, and Enhancement (DME)** refers to projects and activities leading to new IT assets/systems, as well as projects and activities that change or modify existing IT assets to substantively improve capability or performance, implement legislative or regulatory requirements, or meet an agency leadership request. DME activity may occur at any time during a program’s lifecycle. As part of DME, capital costs can include hardware, software development and acquisition costs, commercial off-the-shelf acquisition costs, government labor costs, and contracted labor costs for planning, development, acquisition, system integration, and direct project management and overhead support.

In fiscal year (FY) 2016, NRC is implementing the assignment of a cost activity code (CAC) to each component to track full time equivalent (FTE) cost associated with IT investments. Each component is assigned a CAC for recording time spent on O&M activities and a CAC for recording hours spent on IT security activities performed. For components under a non-major investments, a single CAC is also assigned for tracking time spent of DME projects. For components under major investments, a CAC is assigned for each DME project under the component. This supports the accuracy of data submitted to the Federal IT Dashboard (ITDB) on projects and activities in the Major IT Business Case Detail (formerly called the Exhibit 300B).

The CIO has visibility at all stages of the planning, programming, and budgeting process through involvement in the SSG and IPEC. In addition, the CIO leverages monthly reviews and CIO evaluations to keep informed of the status of all major IT investments and quarterly reviews of all IT spending (major and non-major investments). Based on these reviews, the CIO can request more information or analysis on any system or investment and advise the IPT on addressing current concerns and future planning. In addition, the CIO holds a CIO TouchPoint with each IPT of the major IT investments at least once per year to provide direction and engage in future planning.

**A2. Visibility of IT resource plans/decisions in budget materials.** *The CFO and CIO jointly shall define the level of detail with which IT resource levels are described as detailed in A1.*

Please refer to A1, above.

**B1. CIO role in pre-budget submission for programs that include IT and overall portfolio.** *The agency head shall ensure the agencywide budget development process includes the CFO, CAO, and CIO in the planning, programming, and budgeting stages for programs that include IT resources (not just programs that are primarily IT oriented).*

The IT Budget Formulation Lead in the OCIO works closely with a liaison from the Office of the Chief Financial Officer (OCFO) to ensure proper timing and alignment with the overall annual budget formulation process and to develop IT/IM budget instructions. The initial analysis and prioritization allows for proper timing for the IT governance boards to begin their reviews, recommendations, and approvals of the IT budget to be included in the overall agency budget.

In February, the CFO and EDO issue fiscal and programmatic budget guidance based on Commission direction and priorities. In addition, the CFO and EDO issue resource targets for the budget being formulated. The IT Budget Formulation Lead works with the offices, CPIC, and the ITB to complete the prioritization based on Commission high level planning guidance and direction, as well as the CFO’s budget instructions. The ITB makes recommendations on an Agency IT Portfolio and associated IT resources to the IPEC for approval. In addition, the ITB develops a proposed

prioritized lower-priority list, representing approximately 5 percent of the IT portfolio as well as a major unfunded items list representing activities that could be accomplished if additional funds become available beyond the initial fiscal targets established by OCFO. The ITB members, supported by investment IPTs, are responsible for briefing their respective IPEC members/business sponsors in advance of the IPEC discussion and vote. The CPIC staff and IT Budget Formulation Lead brief the CIO and CFO in preparation of IPEC decision meetings.

In March, the CFO performs an independent financial analysis of the overall budget. The CFO and EDO also conduct a program/organizational review of the budget with the offices. The CIO participates in these reviews. In April, the IPEC (co-chaired by the CIO and CFO) reviews the prioritized IT portfolio and budget request recommended by the ITB, and approves an IT portfolio and IT budget request to be included in the budget for review as part of the broader NRC budget. The IPEC also approves or amends the proposed lower-priority list and major unfunded items list to ensure that they reflect the agency's IT priorities. The IT Budget Formulation Lead then enters the IT budget data into the Budget Formulation System (BFS) to create the initial budget proposal.

The CFO and EDO will then affirm or make adjustments to the prioritization of the IT budget request within the context of the overall agencywide budget request for consideration by the Chairman. In so doing, the CFO and EDO may adjust the resources associated with activities to be funded, promote activities from the major unfunded list for inclusion in the budget request, and/or remove activities from the lower-priority list to accommodate other agency priorities. OCFO then finalizes and submits the budget proposal for consideration by the Deputy Executive Directors for Operations (DEDOs), who may further adjust the budget request in preparation for submission to the Chairman in May.

Following review of the budget by the Chairman's staff, OCFO then works with the IT Budget Formulation Lead to address questions from the Chairman's staff to enable the Chairman to submit the Chairman's budget proposal to the Commission in the June-July timeframe. During the Commission's review, OCFO again works with the IT Budget Formulation Lead to address any questions that arise, in order to enable the Commission to vote on the Chairman's budget proposal and issue a Staff Requirements Memorandum (SRM) describing any final adjustments to the budget request. As IPEC Co-Chairs, the CIO and CFO are integrally involved throughout the budget review cycle. In addition, the CIO advises the CFO and EDO regarding the potential impacts of any IT-related budgetary adjustments by the DEDOs, Chairman, or Commission. The Commission-approved budget becomes the annual NRC Performance Budget submitted to OMB.

The IT Budget Formulation Lead implements any resource changes as directed by the SRM, and the Commission-approved IT budget is used to update the input into the IT CPIC documents. The CPIC staff will enter the data into the IT portfolio management and submission tool to update the Agency IT Portfolio and Major IT Business Cases and facilitate the CIO/CFO IT budget certification process. The CPIC staff works with OCFO to ensure that the "IT Table" and "IT Statements" are included in the NRC's Performance Budget submission to OMB, as required by FITARA and described in the Common Baseline, annual OMB Circular A-11, Section 51.3 and IT Budget and Capital Planning Guidance.

Please note that the timing of activities discussed are indicative and are subject to some variance in the year of formulation.

***B2. CIO role in pre-budget submission for programs that include IT and overall portfolio. The agency head shall ensure the agencywide budget development process includes the CFO, CAO, and CIO as described in B1 and that CIO guidelines are applied to the planning of all IT resources during budget formulation.***

Please refer to B1, above.

***C1. CIO role in planning program management.*** *The CIO shall be included in the internal planning processes for how the agency uses IT resources to achieve its objectives. The CIO shall approve the IT components of any plans, through a process defined by the agency head that balances IT investments with other uses of agency funding. This includes CIO involvement with planning for IT resources at all points in their life cycle, including operations and disposition or migration.*

The CIO plays a significant role in IT planning and program management through the various roles as an SSG member, the IPEC Co-Chair, and a DAA. The internal planning processes for how the NRC uses IT resources to achieve its objectives throughout the lifecycle of the agency's IT investments are reflected in the agency's IT budget guidance and CPIC select process, as well as the responses to elements F1 and L1, herein. The NRC's IT/IM Strategic Plan provides the CIO's vision and direction for the focus areas that guide the formulation and prioritization of the IT budget request. The CIO also advises the CFO and EDO regarding recommendations related to the Commission's high-level budget guidance, and co-chairs the IPEC to approve or amend the agency IT budget request, as well as the lower-priority list and major unfunded items list to ensure that they reflect the agency's IT priorities and support the mission objectives outlined in the NRC Strategic Plan (for which the CIO also provides input). As IPEC Co-chair, the CIO also collaborates with other IPEC members (including the CFO, other CXOs, and directors of major offices/programs) to provide an enterprise perspective on what is in the best interest of the agency and its mission, as well as the impacts to the mission should the required IT resources not be available. As a result, the CIO and other IPEC members ensure that the agency's IT budget request aligns with the agency's mission and adequately supports the funded IT investments throughout the various stages in their lifecycles.

Following approval by the IPEC, the CFO and EDO will affirm or make adjustments to the prioritization of the IT budget request within the context of the overall agencywide budget request. In so doing, the CFO and EDO may adjust the resources associated with activities to be funded, promote activities from the Major Unfunded List for inclusion in the budget request, and/or remove activities from the lower-priority list to accommodate other agency priorities. The CIO participates in reviews to ensure an appropriate balance between IT investments and agency spending in other areas. OCFO finalizes and submits the budget proposal to the Chairman. OCFO then works with the IT Budget Formulation Lead to address questions from the Chairman's staff to enable the Chairman to submit a budget proposal to the Commission for vote. During the Commission's review, OCFO again works with the IT Budget Formulation Lead to address any questions that arise, in order to enable the Commission to vote on the Chairman's budget proposal and issue a SRM to reflect final budget adjustments. The Commission-approved budget becomes the NRC Performance Budget that is submitted to OMB. As Co-Chairs of the IPEC, the CIO and CFO are integrally involved throughout the budget review cycle. In addition, the CIO advises the CFO and EDO regarding the potential impacts of any IT-related budgetary adjustments by the DEDOs, Chairman, or Commission.

The CIO continues to play an integral role in the agency's IT investments during the year of execution. As IPEC Co-chair, the CIO maintains awareness of planned IT expenditures (as described in F1), and approves on an ongoing basis IT reallocations that exceed \$500K or 4 FTE, consistent with IT/IM resource review guidance and the execution year IT/IM budget changes guidance (as described in L1) which are based on OCFO's reprogramming guidance. In this manner, the CIO authorizes reprogramming requests before they are submitted to the OEDO and OCFO. In addition, the CIO advises the CFO and EDO regarding recommendations to the Commission that relate to plans to reduce IT budgetary resources associated with sequestration, rescission, or cancellation.

In addition to the planning, budget approvals, and acquisition oversight, the CIO reviews monthly status updates on all major investments and updates CIO evaluations as significant changes occur, or at a minimum of quarterly. In addition, the CIO holds CIO TouchPoints with each major investment's IPT at least once a year. As an IPEC Co-Chair, the CIO reviews the IT portfolio in the year of execution to address current fiscal year priorities and oversees the execution of the portfolio

by reviewing the portfolio health on a quarterly basis against established direction, values and risk tolerance. The IPEC is also responsible for conducting TechStats when needed. The CIO also provides the IT/IM Quarterly Performance Report (QPR) to the OEDO to provide executive-level review and visibility into the IT program and spending. The QPR focuses on IT/IM performance indicators tied to program goals, accomplishments, challenges, and mitigation strategies, as well as financial metrics reporting budget execution (commitment and obligation rates, and expenditures), FTE utilization, and contract performance.

***C2. CIO role in program management.*** *CIO, CFO, and program leadership shall define an agencywide process by that the CIO shall advise on all planning described in C1.*

The NRC's new Management Directives on Budget Formulation and Budget Execution, which are currently under review by the Commission, clearly outline the role of the CIO in budget-related aspects of internal planning processes. The "Capital Planning and Investment Control Policy and Process Overview," "Capital Planning and Investment Control Process," and "IT/IM budget guidance" provide additional information regarding the CIO's role in the NRC's IT/IM governance framework and other agencywide processes through which the CIO advises the NRC on all aspects of internal planning described in C1, above. For related information, please see F1 and L1 herein.

***D1. CIO role in major IT investment.*** *Agency budget justification materials in their initial budget submission to OMB shall include a statement that affirms:*

- *The CIO has reviewed and approves the major IT investments portion of this budget request.*
- *The CFO and CIO jointly affirm that the CIO had a significant role in reviewing planned IT support for major program objectives and significant increases and decreases in IT resources.*
- *The IT Portfolio (formerly Exhibit 53) includes appropriate estimates of all IT resources included in the budget request.*

The CIO approves all new major IT investments for inclusion in the Agency IT Portfolio as part of the select process. As a DAA, the CIO formally assumes the responsibility for operating a major system or network at an acceptable level of risk; evaluates the mission, business case, and budgetary needs for an NRC system in view of the security risks; and permits or denies operations or use based on unacceptable security risk. The CIO also approves the updated Major IT Business Cases and Major IT Business Case Detail during the annual submissions.

Once OMB issues the IT Budget – Capital Planning Guidance, the CPIC staff provide the IT investment program manager and IT project managers with the instructions for preparing and updating Major IT Business Cases and Major IT Business Case Details. For new major IT investments, the CIO approved PMM business case and budgetary decisions made by the IPEC become the main input for preparing the Major IT Business Cases and Major IT Business Case Details to be submitted to OMB. For existing major IT investments, updates to the previous Major IT Business Cases and Major IT Business Case Details submitted to OMB will be based on the CIO direction provided to the IPTs through the various control and evaluate processes applied to the major IT investment each year and budgetary decisions made by the IPEC.

The CPIC staff provides OCFO with the information needed for the "IT Table" in the agency's budget justification materials and works with OCFO to keep informed of any budgetary changes resulting from EDO, Chairman, and Commission decisions throughout the budget formulation process. After making any necessary changes to the Major IT Business Cases and Major IT Business Case Details based on the Commission-approved budget, the CPIC staff submit the final versions to the CIO for final review and approval. Once the CIO approves, the CPIC staff will provide the affirmation

statements to OCFO and submit the Major IT Business Cases and Major IT Business Case Details to the ITDB.

OMB reviews the Major IT Business Case and Major IT Business Case Details and provides feedback to the NRC CPIC staff in December/early January. At this time, the NRC also receives the OMB budget passback and makes any necessary adjustments to the agency budget request to be included in the Congressional Budget Justification. The CPIC staff work with the IT investment program managers and project managers to address OMB's feedback and to update Major IT Business Cases and Major IT Business Case Details to reflect the final budget funding levels for the Congressional Budget Justification. The CPIC staff submit the final versions to the CIO for final review and approval. Once approved, the CPIC staff submit the Major IT Business Cases and Major IT Business Case Details to the ITDB.

***D2. CIO and CFO roles. The CFO shall work with the CIO to establish the affirmations in D1.***

As IPEC Co-chairs, the CIO and CFO lead the review of planned IT support for major program objectives and significant increases and decreases in IT resources and affirm that the Agency IT Portfolio includes appropriate estimates of all IT resources. As part of this IPEC review and decisionmaking process, the CIO and CFO approve the Agency IT Portfolio and IT budget requests. The CIO and CFO remain involved in the budget formulation process. The CIO will make the IT budget recommendation to the Chairman and provide mission impacts of changes being considered. Lastly, the CIO performs a final review and approval of the IT CPIC documents reflecting the Commission-approved budget. Upon CIO approval, the CPIC staff will provide the affirmation statements to OCFO and submit the Major IT Business Cases and Major IT Business Case Details to the ITDB.

## Acquisition and Execution

***E1. Ongoing CIO engagement with program managers. The CIO should establish and maintain a process to regularly engage with program managers to evaluate IT resources supporting each agency strategic objective. It should be the CIO and program managers' shared responsibility to ensure that legacy and on-going IT investments are appropriately delivering customer value and meeting the business objectives of programs.***

The CIO has established ongoing processes to regularly engage with program managers to evaluate IT resources supporting agency strategic objectives. Monitoring and evaluation of operational performance metrics for all major IT investments are conducted via the monthly review and update process, the annual operational analysis, and CIO TouchPoints. Each of these processes involves collaboration among the CIO, program managers, and the CPIC staff. The results of monthly reviews help inform CIO evaluations. Annual operational analyses and CIO TouchPoints help identify potential areas for improvement and opportunities to gain efficiencies and help inform future planning. Program managers for non-major investments are engaged during the IT budget formulation and prioritization processes, as well as in the reprioritization and shortfall processes during the year of execution. The CIO and Deputy CIO supervise the program managers for a very significant portion of the IT portfolio.

***E2. Ongoing CIO engagement with program managers. Program managers shall work with the CIO to define IT performance metrics and strategies to support fulfillment of agency strategic objectives defined in the agency's strategic plan.***

Throughout the year of execution each investment's performance metric results are monitored and reported through monthly reviews. Evaluation of these results are documented in the annual operational analysis. Performance metric results are provided to the CIO monthly and trends or findings from the operational analysis are provided to the CIO annually. The CIO Touchpoints are an

opportunity for the CIO and program managers to discuss progress being driven by the metrics, evaluate the customer and business value being delivered, and adjust existing or define new IT performance metrics and strategies to support agency strategic objectives defined in the agency's strategic plan. The CPIC staff uses direction provided by the CIO to work with the SP/EA staff and the program managers to update metrics, adjust targets, and create new metrics, as appropriate, during the annual Major IT Business Case updates and submissions.

***F1. Visibility of IT planned expenditure reporting to CIO.*** *The CFO, CAO and CIO should define agencywide policy for the level of detail of planned expenditure reporting for all transactions that include IT resources.*

The NRC's CIO (with support from CFO and CAO staff), is currently establishing an agencywide IT/IM resource review guidance which is planned for release on January 1, 2016. This guidance states that planned expenditures for IT transactions and resources shall be reported at the contract and task order levels and at the NRC's budget structure levels throughout the year of execution. This guidance will be implemented through the use of the following agency systems:

- The Spend Plan module within the NRC's BFS tracks contract costs and projected funding needs based on planned expenditures, combined with financial and contract information. The Spend Plan is a centralized, standardized tool, which increases efficiency in budget execution planning and management.
- The Financial Accounting and Integrated Management Information System (FAIMIS) is the NRC's core financial accounting system and is the authoritative source for budget execution and fees for reimbursable work. FAIMIS also supports accounting for assets, liabilities, fund balances, revenues, and expenses, in accordance with Federal standards.
- The Human Resources Management System (HRMS) supports the submission, approval, and adjustment of employees' hours, as well as management of time, attendance, leave, and payroll processing.

The OCFO requires contracting officer representatives (CORs) in all offices to update their spending plans for active contracts on a quarterly basis for the upcoming 12 months. During FY 2015, the CPIC staff, with OCFO support, piloted a process to compare spend plans, aggregated at office and/or product levels to the enacted budget to identify significant anomalies. Identified discrepancies were communicated to the responsible ITB representative, who was then tasked to work with the COR(s) to validate and explain the anomaly using contract and task order level reports. ITB representatives were requested to assess whether the anomaly was a short-term or long-term deviation, and determine whether the discrepancy resulted in projected excess funds that could be reallocated to other agency priorities or represented an unfunded need that could be met by rebalancing the IT portfolio or reallocating other non-IT agency resources. The collective findings of the ITB representatives were then presented to the CIO, CFO and IPEC to facilitate FY 2015 rebalancing decisions. In FY 2016, the CIO plans to refine and formalize the process to facilitate a repeatable, quarterly review of the execution of the IT budget, with excess funds and unfunded needs presented to the IPEC to facilitate rebalancing decisions, as appropriate.

In addition, IT Spend Plans guide the CORs in establishing advanced procurement plans, which are consistent with Management Directive (MD) 11.1, "NRC Acquisition of Supplies and Services" (ADAMS Accession No. [ML13322B277](#)), and overseen by the CAO's acquisition management staff. The acquisition management staff reviews the advanced procurement plans on a quarterly basis to ensure that planned contracting activities are consistent with the agency's budget. Any anomalies involving IT resources are brought to the attention of the responsible office, and may be escalated to the CFO and CIO (as IPEC Co-Chairs), when necessary, to facilitate appropriate action.

The IT/IM resource review guidance ensures that the NRC expends its IT resources in accordance with MD 4.1, “Accounting Policy and Practices” (ADAMS Accession No. [ML052650463](#)), and MD 4.2, “Administrative Control of Funds” (ADAMS Accession No. [ML14157A275](#)). In so doing, it ensures compliance with the requirements of OMB Circular A-11, “Preparation, Submission, and Execution of the Budget”; the Antideficiency Act (31 U.S.C. 1341 et seq.); the Impoundment Control Act of 1974 (2 U.S.C. 681–688); the Chief Financial Officers Act of 1990 (Public Law 101-576) (CFO Act); NRC Appropriations Acts; Government Accountability Office (GAO) guidance; and the Economy Act (31 U.S.C. 1535).

***F2. Visibility of IT planned expenditure reporting to CIO.*** *The CFO, CAO and CIO shall define agencywide policy for the level of detail of planned expenditure reporting for all transactions that include IT resources.*

Please refer to F1, above.

***G1. CIO defines IT processes and policies.*** *The CIO defines the development processes, milestones, review gates, and the overall policies for all capital planning, enterprise architecture, and project management and reporting for IT resources. At a minimum, these processes shall ensure that the CIO certifies that IT resources are adequately implementing incremental development (as defined in the definitions in Appendix A). The CIO should ensure that such processes and policies address each category of IT resources appropriately—for example, it may not be appropriate to apply the same process or policy to highly customized mission-specific applications and back office enterprise IT systems depending on the agency environment. These policies shall be posted publicly at [agency.gov/digitalstrategy](#), included as a downloadable dataset in the agency’s Public Data Listing, and shared with OMB through the IDC. For more information, see OMB Circular A-130: Management of Information Resources.*

The CIO oversees policies for all capital planning, enterprise architecture, and project management and reporting for IT resources, as well as IT policy implementation. The NRC’s CPIC policy and processes have been recently updated and posted to the [NRC’s IT Policy Archive](#). As new or updated processes are implemented, it is expected that the processes will be updated at least annually based on lessons learned as the NRC’s investment management matures.

The NRC’s MD 2.8, “Project Management Methodology” will be replaced with a new MD 2.X, “Integrated Information Technology/Information Management (IT/IM) Governance Framework,” currently in concurrence. It is expected to be published in the second quarter of FY 2016. This will include sections on investment management, SP/EA, PMM, and IRM.



**H1. CIO role on program governance boards.** *In order to ensure early matching of appropriate IT with program objectives, the CIO shall be a member of governance boards that include IT resources (including “shadow IT” or “hidden IT”—see definitions), including bureau investment review boards (IRB). The CIO shall notify OMB of all governance boards the CIO is a member of and at least annually update this notification.*

The table below lists all the governance boards the CIO participates in and provides a brief description of his involvement.

Governance Board	CIO Involvement
<b>Designated Approving Authority for IT Systems (DAA)</b>	CIO assumes responsibility for operating a major network or system at an acceptable level of risk. Risk is evaluated by reviewing the mission, business cases and budget requirements of an NRC system in light of the security risks. As a result of this assessment, the CIO shall permit or deny operations or use based on an acceptable/unacceptable security risk.
<b>Executive Review Board (ERB)</b>	CIO is involved in the recruitment and selection of Senior Executive Service employees.
<b>IT/IM Portfolio Executive Council (IPEC)</b>	CIO reviews and evaluates IT budget requests including those approved by the IPEC governing body in his role as an IPEC Co-chair. Based upon this review, decisions are made and a budget proposal is compiled for the CFO and EDO to submit to the Chairman. After review and approval by the Commission, the CIO approves final IT capital planning and investment documents before submission of the budget to OMB.
<b>Strategic Sourcing Group (SSG)</b>	CIO is a member of the SSG. In this role, the CIO approves IT acquisitions of or exceeding \$1M that meet agency and programmatic needs and expectations provided that the supporting documentation supports the proposed procurement. The CIO also provides oversight of the IT Portfolio Council, retaining visibility into and accountability of IT acquisitions under the \$1M threshold.

**H2. Participate with CIO on governance boards as appropriate.**

The CIO serves as a DAA, an IPEC Co-Chair and a member of the SSG. He also provides oversight for the Deputy CIO, CISO, ITPC, ITB and AC.

**I1. Shared acquisition and procurement responsibilities.** *The CIO reviews all IT-related cost estimates and ensures all acquisition strategies and acquisition plan that include IT apply adequate incremental development principles (see definitions).*

The NRC has an existing governance structure in place to manage IT procurements. For items \$1 million and above, the SSG provides oversight to ensure all procurements meet agency and programmatic priorities, and that the documentation adequately supports the proposed procurement strategy. For items below \$1 million, IT requirements and costs are vetted as part of the IT budget formulation through the CPIC process and the ITB review; and once approved for funding, go through the ITPC to ensure alignment with the NRC’s strategic sourcing efforts. All new requirements, regardless of dollar value, are reviewed to determine if they can be purchased under the NRC’s EWCs, Government-Wide Acquisition Contracts (GWACs), a standalone contract, or an IAA. For IT contracts, EWCs are written to enforce incremental development principles, and deviation from the use of these contracts would require CIO approval. For any IT contracts or contracts with IT components, regardless of the dollar threshold, the procurement action documentation for the development of IT software or services must demonstrate that adequate incremental development principles will be applied, as appropriate. Regardless of whether the requirement is reviewed by the SSG or through the ITB, costs are thoroughly reviewed to ensure that the NRC will receive the best value for each requirement. The business justifications must be provided as part of the budget



submissions to provide information on the item/service being purchased, as well as the impact for those items or services if the budget was reduced or eliminated.

The NRC is implementing a procedure by which the CIO will be provided a report on a weekly basis that lists all requisitions received by the Acquisition Management Division for new IT purchases, regardless of dollar amount. The CIO, Deputy CIO and Chief of the Information Security Directorate will receive notification that the report is available. The CPIC staff in OCIO will receive the report as well to determine if funds are being committed as budgeted. The report will be posted on an internal SharePoint site and will track the CIO's approval or disapproval.

When a requisition is provided to begin the acquisition process, the program office nominates a COR for each contract. The Acquisition Management Division reviews that person's Federal Acquisition Certification (FAC)-COR or FAC-Program and Project Manager (P/PM) certification level to ensure that it matches the complexity level of the procurement. If the nominated staff member does not have the required certification, a replacement must be named before the contract can be awarded.

***12. Shared acquisition and procurement responsibilities.*** *The CAO, in consultation with the CIO and where appropriate-CFO, shall ensure there is an agencywide process to ensure all acquisitions that include any IT:*

- *are led by personnel with appropriate federal acquisition certifications (FACs), including specialized IT certifications as appropriate;*
- *are reviewed for opportunities to leverage acquisition initiatives such as shared services, category management, strategic sourcing, and incremental or modular contracting and use such approaches as appropriate; and*
- *are supported by cost estimates that have been reviewed by the CIO; and adequately implement incremental development.*

The NRC's CAO, working closely with the Head of Contracting Activity (HCA), ensures that policies and procedures are in place that require the appropriate FAC certifications for both acquisition personnel as well as program office personnel. As stated in the response for item I1, CORs nominated to a contract are reviewed for the appropriate FAC-COR or FAC-P/PM certification prior to moving forward with the contract award. FAC-C, FAC-COR, and FAC-P/PM certification status is posted on the NRC's Enterprise Acquisition Toolset for easy reference.

The CAO is a member of the SSG along with the CIO and Deputy CFO. To that end, these members of the SSG, along with the other voting members are privy to receiving regular briefings from the Strategic Sourcing Team, to include results of the spend analysis and category management. The NRC follows the following process:

- Pulls contract data from the NRC's acquisition system to update the contract landscape.
- Reviews new contracts and identify categories and subcategories.
- Validates other fields, such as whether it is a EWC, small business, etc.
- Pulls payment data from the NRC's financial system.
- Systematically analyzes each payment record against the contract landscape and previous spend analysis through a series of logic to identify the initial recommendations for categories and subcategories for each payment record.
- Manually reviews each payment record and finalize the categories and subcategories.

- Compiles data into the spend cube, which contains three fiscal years' worth of data for analysis.

Spend is categorized into Commodity Categories and Commodity Subcategories. The Commodity Subcategories for IT are as follows:

- AV Equipment
- IT Application Software
- IT Desktop / Laptop
- IT Other
- IT Security
- IT Server / Hardware
- IT Support / Maintenance
- Printer / Scanner / Copier
- Telecommunications

The CAO, working closely with the HCA, has implemented a business process that requires all requisitions for IT requirements be submitted to the Acquisition Management Division with proof of approval from one of the governing bodies, or demonstrates that it is an item that has been approved and is listed on the technical reference model (TRM) approved list. A procurement cannot move forward without proof of approval through one of these methods.

***J1. CIO role in recommending modification, termination, or pause of IT projects or initiatives.***

*The CIO shall conduct TechStat reviews or use other applicable performance measurements to evaluate the use of the IT resources of the agency. The CIO may recommend to the agency head the modification, pause, or termination of any acquisition, investment, or activity that includes a significant IT component based on the CIO's evaluation, within the terms of the relevant contracts and applicable regulations.*

The CIO has the authority to recommend modification, termination, or pause of IT projects or initiatives. The CIO is involved in these decisions through several mechanisms. As an IPEC Co-Chair, the CIO plays a lead role in conducting TechStat reviews. A review of any project or investment can be requested at any time based on status reports provided to the CIO as part of monthly updates and CIO evaluations submitted to the ITDB. The CIO meets with the IPTs of each major investment at least annually. The purpose of these reviews are to have open conversations with program managers about the status of each major investment with special focus on current performance; current project cost, schedule, milestones, and deliverables; and future plans or strategies. The CIO also serves as a DAA, which has formal responsibility for approving, modifying or terminating the operation of an IT system in accordance with FISMA and NIST guidelines.

The CIO is provided the current status of all major IT investments as part of the NRC's monthly review and update process. These monthly status reports help inform CIO evaluations. CIO evaluations are updated when changes are significant enough to warrant an update, or at a minimum, quarterly to ensure the current status is accurately reflected on the ITDB. In addition, the CIO can request the review of any project or investment at any time; however at a minimum, the CIO meets with each major investment's IPT at least once a year through the NRC's CIO TouchPoint process.

NRC policy is to hold a TechStat on any investment with high-risk rating for more than a quarter. The TechStat outcomes and corrective actions are decided by the IPEC which is co-chaired by the CIO

and CFO. The outcome of a TechStat can be the modification, termination, or pause of IT projects or initiatives.

It is also NRC's TechStat Policy to evaluate any investment (major or non-major) to determine the need for a TechStat if the CIO or the IPEC request the evaluation due to concerns over cost, schedule variance or dependencies, performance, usage, organizational impact, or corrective actions. Non-major investments are monitored and reported to the CIO on a quarterly basis as part of the reporting of planned expenditures for IT transactions and resources. Additionally, during the year of execution IT expenditure data is compared to budget allocation and is presented to the IPEC. The data is used to evaluate the health of the portfolio and to facilitate rebalancing or reallocation decisions at the IPEC level. Any concerns raised through the various reviews and reporting channels could potentially result in an in-depth review of certain investments or portions of the IT portfolio.

***K1. CIO review and approval of acquisition strategy and acquisition plan.*** Agencies shall not approve an acquisition strategy or acquisition plan (as described in FAR Part 7) or interagency agreement (such as those used to support purchases through another agency) that includes IT without review and approval by the agency CIO. For contract actions that contain IT without an approved acquisition strategy or acquisition plan, the CIO shall review and approve the action itself.

*The CIO shall primarily consider the following factors when reviewing acquisition strategies and acquisition plans:*

- *Appropriateness of contract type;*
- *Appropriateness of IT related portions of statement of needs or statement of work;*
- *Appropriateness of above with respect to the mission and business objectives supported by the IT strategic plan; and*
- *Alignment with mission and program objectives in consultation with program leadership.*

The NRC has a governance structure in place to manage all IT procurements. The SSG reviews all awards for \$1 million and above. This group reviews the acquisition plan to ensure that the award supports the mission of the agency. The acquisition plan submitted to and reviewed by the SSG includes a discussion of the contract type including a risk mitigation strategy for nonfixed price contracts, a summary of the statement of work to include IT portions, and the objectives of the acquisition. Each SSG paper is reviewed by the program office's management chain to ensure alignment. For items below \$1 million, IT requirements are vetted as part of the IT budget process, through the ITPC, and the IT CPIC process. The budget process and the CPIC process review the project along with expected costs associated with each project. The ITPC conducts a spend analysis each year to review how IT funds are expended, including credit card purchases. The ITPC membership includes representatives from acquisition, IT, legal counsel and OCFO. New requirements are reviewed to determine if they are being purchased smartly and whether they can be purchased under EWCs, GWACs, a standalone contract, or IAA.

***K2. CAO role.*** CAO is responsible for ensuring contract actions that contain IT are consistent with CIO- approved acquisition strategies and plans. The CAO shall indicate to the CIO when planned acquisition strategies and acquisition plans include IT. The CAO shall ensure the agency shall initiate no contract actions or interagency agreements that include IT unless they are reviewed and approved by the CIO or are consistent with the acquisition strategy and acquisition plan previously approved by the CIO.

*Similar process or contract modifications.* CAO shall also ensure that no modifications that make substantial changes to the scope of a significant contract are approved that are inconsistent with the acquisition strategy and acquisition plan previously approved by the CIO unless the modification is reviewed and approved by the CIO.

The CAO, working closely with the HCA, has implemented a business process that requires all requisitions for IT requirements, whether they be new requirements or modifications to existing contracts, be submitted to the Acquisition Management Division with proof of approval from one of the governing bodies, or demonstrates that it is an item that has been approved and is listed on the TRM approved list. A procurement cannot move forward without proof of approval through one of these methods.

***L1. CIO approval of reprogramming. The CIO must approve any movement of funds for IT resources that requires Congressional notification.***

The NRC is committed to efficient and responsible use of IT/IM resources to ensure that available funding is directed to the agency's highest priority activities. Toward that end, the NRC plans and budgets its IT/IM activities to support the agency's regulatory functions in a manner that meets the requirements and performance goals established in legislation, regulations, and the NRC IT/IM Strategic Plan. One aspect of this Planning, Budgeting, and Performance Management (PBPM) process is the need to identify, prioritize, and adjust IT/IM resource allocations to account for fact-of-life changes, emergent needs, underfunding in the enacted budget for the given fiscal year, and other business line priorities. Any unbudgeted needs are typically identified through the review of planned expenditures, as described previously in F1 and/or via requests identified by ITB representatives.

To the extent possible, unbudgeted needs are met through reallocation of resources into or within the IT/IM product lines. This approach is consistent with the CIO's draft agencywide IT guidance for execution year IT/IM budget changes which is planned for release on January 1, 2016. Together with the established OEDO procedures, the IT guidance formalizes the agency's approach to accommodating emergent, execution year funding needs and the reallocation of funds into and within the IT/IM budget. The IT guidance ensures that the CIO has visibility into reallocations of IT resources during the year of execution and concurs where appropriate and practical.

In the event of a request for re-allocation of resources within the IT/IM Portfolio, CPIC staff will use existing financial reports to determine whether the reallocation requires CIO approval. The cases below outline the criteria for which reallocations will require CIO approval:

- Reallocation will result in forward funding levels that exceed CIO/CFO guidance for the execution year.
- Cumulative IT/IM funds allocated to the business line, product line, product and office budget string exceed the enacted budget by \$500K or 4 FTE in the given fiscal year.
- Reallocation of funds will result in development or acquisition of a new capability, or modernization or replacement of an existing system or service.
- Total cumulative amount allocated to all offices under an IT/IM budget string exceeds the total fiscal year IT/IM budget by more than 5 percent (the CIO must be briefed on every cumulative \$1 million reallocated into IT/IM up to the 5 percent threshold).
- Funding for the effort will impact the ability of the requesting or impacted office(s) to complete other budgeted IT/IM activities approved for the given fiscal year.

As part of the quarterly execution review described previously under F1 and F2, CPIC staff will also proactively determine whether sufficient funds exist in the IT/IM portfolio to take advantage of excess or unused IT funding to meet emergent needs where existing funds meet any of the following criteria:

- Cannot be obligated by September 30 of the current fiscal year, allowing for procurement action lead times and other factors.

- Cannot be expended within the timeframe established by the NRC IT/IM budget guidance for carryover funding.
- Cannot be justified based on the spend plans defined by the responsible allowance holder.
- Is no longer needed as a result of cost savings achieved through greater efficiency or the cancellation or deferment of a budgeted activity.

In his role as Co-chair of the IPEC, the CIO will review and concur on IT/IM re-allocations identified via the quarterly execution review.

Where reallocation of resources within the IT/IM portfolio is inadequate to meet the identified needs, the OCIO may request shortfall funding for its own needs or those of partner offices. The IT/IM shortfall funding guidance governs the management and use of shortfall funding, consistent with the broader agencywide policy set forth in MD 4.1, “Accounting Policy and Practices” (ADAMS Accession No. [ML052650463](#)), and MD 4.2, “Administrative Control of Funds” (ADAMS Accession No. [ML14157A275](#)). As Co-Chair of the IPEC, the CIO is integrally involved throughout the IT/IM shortfall process. In addition, the CIO advises the CFO and EDO regarding recommendations to the Commission that relate to prioritization of unfunded needs (shortfall request) and any subsequent adjustments that involve IT resources.

Budget reprogramming actions that require Congressional notification have been very rare at the NRC. When such actions are required, the OEDO in conjunction with the OCFO prepares the requests for Chairman and Commission approval. However, as Co-Chairs of the IPEC, the will CIO will approve significant IT reallocations on an ongoing basis during the year of execution in line with the IT/IM resource review guidance and the execution year IT/IM budget changes guidance described above. In this manner, the CIO authorizes reprogramming requests before they are submitted to the OEDO and OCFO.

In addition, the CIO advises the CFO and EDO regarding recommendations to the Commission that relate to plans to reduce IT budgetary resources associated with sequestration, rescission, or cancellation.

***L2. CIO approval of reprogramming.*** *The CFO shall ensure any notifications under L1 are approved by the CIO before submission to OMB.*

Please refer to L1, above.

## Organization and Workforce

***M1. Role of CIOs and bureau CIOs.*** *The CIO shall be involved in the recruitment and shall approve the selection of any new bureau CIO (includes bureau leadership with CIO duties but not title - see definitions). The title and responsibilities of current bureau CIOs may be designated or transferred to other agency personnel by the agency head or his or her designee as appropriate, and such decisions may take into consideration recommendations from the agency CIO.*

The NRC is a small independent agency that has no bureaus and only one CIO. The agency CIO retains all CIO accountability and responsibilities, and no other staff has “CIO-like” responsibilities. There are IT personnel in the program offices that support IT systems and capabilities to support mission and business needs and processes. The co-location of IT personnel that are members of an IPT with the program offices they provide IT support to is in alignment with capital planning guidance and best practices. The IT program and project managers are placed in the office of the functional/business sponsor and business process owners/SMEs of the system and projects they

support. The systems themselves are either cloud or other provisioned IT external to NRC's IT data center or are on the IT infrastructure managed by the OCIO.

For example, the OCFO has an IT branch containing IT staff that manage the three systems under the Financial Services investment:

- BFS is housed on a virtual service within the NRC's data center managed by OCIO.
- FAIMIS is a cloud service.
- HRMS is housed on a virtual service within the NRC's data center managed by OCIO.

The program and project managers are housed with the main stakeholders and are directly involved in the business of the office, but do not make any IT budget or acquisition decisions on their own. The IPTs must follow the IT governance policies and processes and adhere to the decisions of the CIO and IPEC.

The regional offices are relatively small in comparison to the major program offices at headquarters and have a small group of IT staff to provide local onsite support for the regional office (i.e., Lan, help desk, phone support, document processing) to have effective internal operations. The regional administrators are not business line leads; rather the business supported by the regional offices has a corresponding business line lead at headquarters. The directors of the major program offices serve as business line leads and work with their partner offices in budget formulation and execution activities. The business line leads also serve as functional/business sponsors of IT investments.

***N1. CIO role in ongoing bureau CIOs' evaluations.*** *The CHCO and CIO shall jointly establish an agencywide critical element (or elements) included in all bureau CIO's performance evaluations. In cases where the bureau CIO is a member of the Senior Executive Service and the agency uses the Basic SES Appraisal System, this critical element(s) is an "agency-specific performance requirement" in the Executive Performance Plan. Each such agency may determine that critical element(s) (ECQs) contain these requirements. For agencies that do not use the Basic SES Appraisal System or for bureau CIOs who are not members of the SES, then these shall be critical elements in their evaluations.*

*The [agency] CIO must identify "key bureau CIOs" and provide input to the rating official for this critical element(s) for at least all "key bureau CIOs" at the time of the initial summary rating and for any required progress reviews. The rating official will consider the input from the [agency] CIO when determining the initial summary rating and discusses it with the bureau CIO during progress reviews.*

As discussed in M1, there is no senior level IT management in the program or regional offices. This does not apply.

***N2. CIO role in ongoing bureau CIOs' evaluations.*** *The CHCO and CIO shall jointly establish an agencywide critical element (or elements) for the evaluation of bureau CIOs as described in N1.*

Although there is no senior level IT management in the program or regional offices for which the CIO should provide input into critical elements or appraisals, the CIO and CHCO will continue to work jointly on the position descriptions and qualifications of the 2210 series for the entire agency.

**O1. Bureau IT Leadership Directory.** CIO and CHCO will conduct a survey of all bureau CIOs and CIO and CHCO will jointly publish a dataset identifying all bureau officials with title of CIO or duties of a CIO. This shall be posted as a public dataset based on instructions in the IDC by August 15, 2015 and kept up-to-date thereafter. The report will identify for each:

- Employment type (e.g. GS, SES, SL, ST, etc.)
- Type of appointment (e.g. career, appointed, etc.)
- Other responsibilities (e.g. full-time CIO or combination CIO/CFO)
- Evaluation “rating official” (e.g. bureau head, other official)
- Evaluation “reviewing official” (if used)

Whether [agency] CIO identifies this bureau CIO as a “key bureau CIO” and thus requires the [agency] CIO to provide the rating official input into the agencywide critical element(s) described in N1.

The NRC does not have a bureau CIO construct. As noted in M1, program offices responsible for mission and business functions participate through the IT governance process in planning the strategy, budget, and deployment plans for those systems supporting their mission and business functions. However, a list of IT staff located in the program and regional offices is provided in O2 for context and reference.

**O2. Bureau IT Leadership Directory.** CHCO will work with CIO to develop the Bureau IT Leadership Directory as described in O1.

The NRC does not have bureau IT leadership or senior level management with “CIO-like” responsibilities. The following individuals have IT responsibilities within their programs as described in M1, but the responsibilities are distributed such that programs do not have a single individual serving in the role of a Bureau CIO.

#### **Office of Administration**

ADM	TEAM LEADER (2)	GG	2210
ADM	SENIOR PROJECT MANAGER	GG	2210
ADM	INFORMATION TECHNOLOGY SPECIALIST (2)	GG	2210
ADM	ACQUISITION DATABASE MANAGER	GG	2210
ADM	SENIOR IT SYSTEM ANALYST	GG	2210

#### **Atomic Safety and Licensing Board Panel**

ASLBP	IT SPECIALIST (SYSADMIN/SYSANALYSIS)	GG	2210
ASLBP	IT SPECIALIST (SYSANALYSIS/DATAMGT) (2)	GG	2210

#### **Office of the Chief Financial Officer**

CFO	SENIOR SYSTEMS ANALYST (5)	GG	2210
CFO	IT SPECIALIST	GG	2210
CFO	SYSTEMS ANALYST	GG	2210
CFO	SR IT SPECIALIST (PROJECT MANAGER)	GG	2210

#### **Office of Nuclear Material Safety and Safeguards**

NMSS	IT SPECIALIST (SYSANALYSIS) (2)	GG	2210
NMSS	IT SPECIALIST	GG	2210

NMSS	IT SPECIALIST (PROJECT MANAGER)	GG	2210
<b><u>Office of New Reactors</u></b>			
NRO	IT PROJECT MANAGER	GG	2210
NRO	IT SPECIALIST (SYSANALYSIS) (2)	GG	2210
NRO	IT PROJECT MANAGER (2)	GG	2210
<b><u>Office of Nuclear Reactor Regulation</u></b>			
NRR	SENIOR INFORMATION TECHNOLOGY SPEC	GG	2210
NRR	IT SPECIALIST	GG	2210
NRR	SENIOR IT SPECIALIST (2)	GG	2210
<b><u>Office of Nuclear Security and Incident Response</u></b>			
NSIR	IT SPECIALIST (PROJECT MANAGER)	GG	2210
NSIR	IT PROJECT MANAGER	GG	2210
NSIR	IT SPECIALIST (INFOSEC)	GG	2210
NSIR	CYBER SECURITY SPECIALIST	GG	2210
NSIR	IT SPECIALIST (PLCYPLN)	GG	2210
NSIR	IT SPECIALIST (INFOSEC)	GG	2210
<b><u>Office of the Chief Human Capital Officer</u></b>			
OCHCO	IT SPECIALIST (PROJECT MANAGER)	GG	2210
OCHCO	IT SPECIALIST (SYSADMIN)	GG	2210
OCHCO	IT PROJECT MANAGER	GG	2210
OCHCO	IT SPECIALIST (SYSANALYSIS)	GG	2210
<b><u>Office of the General Counsel</u></b>			
OGC	INFORMATION MANAGEMENT SPECIALIST	GG	2210
<b><u>Office of Investigations</u></b>			
OI	INFORMATION TECHNOLOGY SPECIALIST	GG	2210
<b><u>Region I</u></b>			
R-I	IT SPECIALIST (4)	GG	2210
R-I	INFO SYSTEMS SECURITY ANALYST	GG	2210
<b><u>Region II</u></b>			
R-II	IT SPECIALIST (4)	GG	2210
R-II	INFO. SYSTEMS SECURITY/SAFETY OFFICER	GG	2210
<b><u>Region III</u></b>			
R-III	INFO SYSTEMS SECURITY OFFICER	GG	2210
R-III	IT SPECIALIST (COMMUNICATIONS)	GG	2210
R-III	IT SPECIALIST (2)	GG	2210
R-III	IT SPECIALIST (CUSTSPT)	GG	2210
R-III	IT SPECIALIST (APPSW/DATAMGT)	GG	2210
<b><u>Region IV</u></b>			
R-IV	IT SPECIALIST (3)	GG	2210
R-IV	INFORMATION TECHNOLOGY SPECIALIST	GG	2210



R-IV	IT SPECIALIST (NETWORK/CUSTSPT)	GG	2210
R-IV	INFORMATION TECHNOLOGY TEAM LEADER	GG	2210
R-IV	IT SPECIALIST (INFOSEC)	GG	2210

#### **Office of Nuclear Regulatory Research**

RES	SR IT SPECIALIST	GG	2210
RES	IT SPECIALIST	GG	2210

**P1. IT Workforce.** *The CIO and CHCO will develop a set of competency requirements for IT staff, including IT leadership positions, and develop and maintain a current workforce planning process to ensure the department/agency can (a) anticipate and respond to changing mission requirements, (b) maintain workforce skills in a rapidly developing IT environment and (c) recruit and retain the IT talent needed to accomplish the mission.*

The NRC contracted with an independent contractor to conduct an agencywide IT workforce training needs assessment to identify competency areas that needed to be strengthened and the associated learning needs. The assessment approach included interviews with internal and external subject matter experts, review of NRC relevant documents, and a review of best practices from other Federal agencies.

The IT workforce training needs assessment identified general and technical competencies as well as the associated training needed for various IT positions throughout the agency. As a result of the assessment, OCIO in partnership with OCHCO identified existing internal and external training courses that mapped to the competencies identified. OCHCO continues to work with OCIO to identify off-the-shelf training courses and when possible, offer them through the NRC's Professional Development Center.

**P2. IT Workforce.** *CIO, CHCO, and CAO where relevant shall develop a set of competency requirements for IT staff, including IT leadership positions, and develop and maintain a current workforce planning process to ensure the department/agency can (a) anticipate and respond to changing mission requirements, (b) maintain workforce skills in a rapidly developing IT environment, and (c) recruit and retain the IT talent needed to accomplish the mission.*

OCHCO has worked with OCIO in a variety of ways to enhance the workforce planning effort including: streamlining of position descriptions, development of the FY 2016 staffing plan and review of current workforce structure. It is also in the process of conducting a surplus/gap analysis.

**Position Descriptions:** In 2013, all of the position descriptions (PDs) in the OCIO were reviewed and updated. The agency was able to take approximately 260 PDs that were in existence and narrow them down to 105 standardizing PDs where applicable. The NRC will continue to review PDs to ensure consistency across like positions.

**Staffing Plan:** OCHCO issued FY 2016 staffing plan guidance to offices to ensure that the staffing plans reflect the right mix of employee skills, grades, and numbers to accomplish the agency's mission in an effective and efficient manner. OCHCO collaborated with OCIO to develop their staffing plan.

**Analysis of Current Workforce:** OCHCO is in the midst of analyzing the current workforce in partnership with OCIO, with the following objectives in mind: determining what the current resources are and how they will evolve over time; identifying workforce sectors (agency staff, contractors, etc.) that are present and assessing their contribution, determining whether the current grade structure is appropriate; and determining if the skills of the current workforce meet current mission needs. Once

all of the data has been compiled, the agency will begin working toward identifying future workforce needs.

Gap/Surplus Analysis: OCHCO is also working with OCIO to determine what gaps exist between the current and desired projected workforce. The analysis will be completed in the first quarter of FY 2016.

OCHCO will continue to partner with OCIO on strategic workforce planning and will present findings and recommended solutions to the CIO for approval.

**Q1. CIO responsibilities.** *CIO reports to agency head (or deputy/COO). As required by the Clinger-Cohen Act and left in place by FITARA, the CIO “shall report directly to such agency head to carry out the responsibilities of the agency under this subchapter.”*

*This provision remains unchanged, though certain agencies have since implemented legislation under which the CIO and other management officials report to a COO, Undersecretary for Management, Assistant Secretary for Administration, or similar management executive ; in these cases, to remain consistent with the Clinger-Cohen requirement as left unchanged by FITARA, the CIO shall have direct access to the agency head (i.e., the Secretary, or Deputy Secretary serving on the Secretary’s behalf) regarding programs that include information technology.*

The CIO reports directly to the EDO, who serves as the NRC’s COO. In addition, the CIO has direct access to the Chairman and Commission as needed, but at least quarterly through scheduled periodic meetings.

## NRC Common Baseline Self-Assessment

OMB asked agencies to provide ratings in each area of the self-assessment based on the following overall rating definitions:

- 1: Incomplete – Agency has not started development of a plan describing the changes it will make to ensure that all common baseline FITARA responsibilities are in place by December 31, 2015.
- 2: Partially Addressed – Agency is working to develop a plan describing the changes it will make to ensure that all common baseline FITARA responsibilities are in place by December 31, 2015.
- 3: Fully Implemented – Agency has developed and implemented its plan to ensure that all common baseline FITARA responsibilities are in place.

Please note that it is not the intent of the NRC to indicate that it is as mature as possible by providing a self-assessment rating of 3 in any category. Instead, such a rating is provided to denote that the agency believes it is in full alignment with the guidance as provided under the FITARA Common Baseline. In the true spirit of CPIC, the agency uses its evaluate process to continuously improve its ability to establish and maintain the appropriate levels of oversight and governance to ensure the most effective use of its IT resources in supporting its mission to protect the safety and security of the public. The maturity of the NRC's investment and portfolio management practices continues to grow as lessons learned are performed and additional improvements are adopted.

Also, please note that all approved IT policy, processes and governance board charters reference in the NRC Common Baseline Self-Assessment and Plan are posted publicly to the NRC IT Policy Archive at <http://www.nrc.gov/public-involve/open/digital-government/policy-archive.html>. In cases where documents are being updated to reflect changes based on lessons learned and/or FITARA Common Baseline implementation, the NRC has provided a rating of 2; they will be posted upon final approval by the CIO. All published management directives (MD) are posted at <http://www.nrc.gov/reading-rm/doc-collections/management-directives/>; however it should be noted that all policy documents and MDs referenced are being updated to reflect recent organizational changes effective November 1, 2015.

Overall Rating (1-3)*	Agency Explanation for Overall Rating	Agency Action Plans (provide for ratings of 1 & 2)	Agency Evidence of Complete Implementation (provide for ratings of 3)
<b>Budget Formulation and Planning.</b> FITARA: "The CIO has a significant role in the decision processes for all annual and multi-year planning, programming, budgeting, and execution decisions."			
A	2	<p>In 2014, IT/IM resources across the U.S. Nuclear Regulatory Commission (NRC) were collected and centralized into the IT/IM product line. The objective of this centralization was to create greater transparency with regard to the expenditure of IT/IM resources across the agency and to facilitate the prioritization of agencywide IT/IM resources. The centralization of the IT/IM resources was accompanied by the centralization of the IT budget formulation process into the Office of the Chief Information Officer (formally known as the Office of Information Services). This centralization required that the OCIO facilitate the budget formulation process from data collection through approval and that it serve as the central point of contact for the management of the IT/IM budget.</p> <p>Since 2014, OCIO has gained a number of lessons learned through the implementation of the budget formulation process that have resulted in a set of best practices as well as a set of rules and expectations for the formulation of the agency's IT/IM budget. These rules and expectations have provided the basis for a new set of IT/IM budget formulation policies which will provide greater consistency to support the formulation and management of the agency's IT/IM budget.</p> <p>Under the authority designated by the Chief Information Officer (CIO), the IT/IM Budget Team has been charged to develop and implement the policies found here within as a supplement to the budget guidance provided by the Office of the Chief Financial Officer (OCFO). This IT/IM budget guidance represents the IT budget guidance as set forth by the OCIO in collaboration with the OCFO under the joint direction provided by the CIO and CFO.</p>	<p>See response to A1 in the NRC's Common Baseline Implementation Plan.</p> <p>The NRC IT/IM budget guidance is going through the agency concurrence process for final approval by the CIO. Once approved, it will be made publicly available under ADAMS Accession No. ML15300A002 and posted to the <a href="#">NRC IT Policy Archive</a>.</p> <p>The NRC's Capital Planning and Investment Control Process, the supplement to the NRC's Capital Planning and Investment Control Policy and Process Overview, is in concurrence. Upon CIO approval, it will be issued under ADAMS Accession No. ML15260A904 and posted to the <a href="#">NRC IT Policy Archive</a>.</p>
B	3	<p>The CIO works with the CFO, CAO, and program leadership on the overall IT portfolio and the budget request submission for all programs that include IT resources.</p>	<p>Through IPEC roles, the CIO works closely with the CFO, CAO, and program leadership to approve an IT portfolio and associated IT resources to be included in the agency's overall budget request for consideration by the CFO and EDO. The CIO continues to work with the CFO and senior leadership to refine the budget proposal submitted to the Chairman and Commission for vote.</p> <p>See the IPEC charter posted to the <a href="#">NRC IT Policy Archive</a>. Note that this charter is being updated to reflect organizational changes.</p>

	Overall Rating (1-3)*	Agency Explanation for Overall Rating	Agency Action Plans (provide for ratings of 1 & 2)	Agency Evidence of Complete Implementation (provide for ratings of 3)
C	2	The current versions of the NRC's IPEC and SSG charters, CPIC Policy and Process Overview, and TechStat Policy posted at <a href="#">NRC IT Policy Archive</a> . Note that all these documents are being updated to reflect organizational changes effective November 1, 2015.	<p>See response to C1 and C2 in the NRC's Common Baseline Implementation Plan.</p> <p>The NRC IT/IM budget guidance is going through the agency concurrence process for final approval by the CIO. Once approved, it will be made publicly available under ADAMS Accession No. ML15300A002 and posted to the <a href="#">NRC IT Policy Archive</a>.</p> <p>The NRC's Capital Planning and Investment Control Process, the supplement to the NRC's Capital Planning and Investment Control Policy and Process Overview, is in concurrence. Upon CIO approval, it will be issued under ADAMS Accession No. ML15260A904 and posted to the <a href="#">NRC IT Policy Archive</a>.</p>	
D	2	<p>The CIO and CFO work jointly on the IT budget throughout the agency's budget formulation process. As IPEC Co-Chairs, they approve and certify the IT portfolio, including the major investments. All final CPIC documents are reviewed by the CIO for approval to submit to OMB with the agency's overall budget request.</p> <p>See the NRC's IPEC charter posted at the <a href="#">NRC IT Policy Archive</a>. Note that this charter is being updated to reflect organizational changes.</p>	<p>See response to D1 in the NRC's Common Baseline Implementation Plan.</p> <p>The NRC IT/IM budget guidance is going through the agency concurrence process for final approval by the CIO. Once approved, it will be made publicly available under ADAMS Accession No. ML15300A002 and posted to the <a href="#">NRC IT Policy Archive</a>.</p> <p>The NRC's Capital Planning and Investment Control Process, the supplement to the NRC's Capital Planning and Investment Control Policy and Process Overview, is in concurrence. Upon CIO approval, it will be issued under ADAMS Accession No. ML15260A904 and posted to the <a href="#">NRC IT Policy Archive</a>.</p>	
<b>Acquisition and Execution.</b> FITARA: "The CIO has a significant role in the decision processes for all annual and multi-year planning, programming, budgeting, and execution decisions; management, governance and oversight processes related to IT; and certifies that IT investments are adequately implementing incremental development as defined in OMB capital planning guidance."				
E	2	The CIO has established ongoing processes to regularly engage with program managers to evaluate IT resources supporting agency strategic objective as describe in E1 and E2. Formal documentation of processes are in concurrence.	<p>See response to A1 in the NRC's Common Baseline Implementation Plan.</p> <p>The NRC's Capital Planning and Investment Control Process, the supplement to the NRC's Capital Planning and Investment Control Policy and Process Overview, is in concurrence. Upon CIO approval, it will be issued under ADAMS Accession No. ML15260A904 and posted to the <a href="#">NRC IT Policy Archive</a>.</p>	

	Overall Rating (1-3)*	Agency Explanation for Overall Rating	Agency Action Plans (provide for ratings of 1 & 2)	Agency Evidence of Complete Implementation (provide for ratings of 3)
F	2	<p>The following policy documents supporting the plan are either in development or in concurrence:</p> <p>The NRC IT/IM budget guidance is going through the agency concurrence process for final approval by the CIO. Once approved, it will be made publicly available under ADAMS Accession No. ML15300A002 and posted to the <a href="#">NRC IT Policy Archive</a>.</p> <p>MD 4.8, Budget Execution and MD 4.X, Budget Formulation are in development and will be posted to <a href="http://www.nrc.gov/reading-rm/doc-collections/management-directives/">http://www.nrc.gov/reading-rm/doc-collections/management-directives/</a> once approved.</p>	<p>As discussed in F1, the NRC plans to finalize and release the draft IT/IM resource review policy in January 2016. Beginning in February 2016, the NRC's CPIC staff, with support from the OCFO, will present the results of the first FY 2016 quarterly review to the executive-level ITB for concurrence. Through FY 2016, processes and reporting relating to the quarterly budget execution will continue to be refined and enhanced.</p>	
G	2	<p>The CIO oversees policies for all capital planning, enterprise architecture, and project management and reporting for IT resources, as well as IT policy implementation. The NRC's CPIC policy and processes are being updated and will be posted to the <a href="#">NRC's IT Policy Archive</a>.</p>	<p>MD 2.8, Project Management Methodology will be replaced with a new MD 2.X, Integrated Information Technology/Information Management (IT/IM) Governance Framework; however it is currently in concurrence and not expected to be published until the second quarter of FY 2016.</p> <p>The NRC plans to continuously apply lessons learned and best practices to mature its IT investment and portfolio management. As new or updated processes are approved, they will be posted to the <a href="#">NRC's IT Policy Archive</a>.</p>	
H	2	<p>The CIO serves as a DAA, an IPEC Co-Chair and a member of the SSG. He also provides oversight for the Deputy CIO, CISO, ITPC, and ITB.</p>		<p>The NRC's IPEC and SSG charters define the CIO roles and responsibilities, posted at the <a href="#">NRC IT Policy Archive</a>.</p>
I	2	<p>The CIO, CAO and Deputy CFO are members of the SSG. The CIO also provides oversight for the ITB. An IT Portfolio Council has been established and reports regularly to the SSG on the results of the quarterly spend analysis. The CAO ensures that only staff with appropriate federal acquisition certifications are assigned to contracts.</p>	<p>While the SSG and ITPC charters are available in the <a href="#">NRC IT Policy Archive</a>, the NRC IT/IM budget guidance is going through the agency concurrence process for final approval by the CIO. Once approved, it was be made publicly available under ADAMS Accession No. ML15300A002 and posted to the <a href="#">NRC IT Policy Archive</a>. In addition, formal documentation of the process to assign resources to contracts is underway and will be published to the <a href="#">NRC IT Policy Archive</a>.</p>	

Overall Rating (1-3)*		Agency Explanation for Overall Rating	Agency Action Plans (provide for ratings of 1 & 2)	Agency Evidence of Complete Implementation (provide for ratings of 3)
J	3	The CIO has the authority to recommend modification, termination, or pause of IT projects or initiatives. The CIO is informed in these decisions via several mechanisms. As an IPEC Co-Chair, the CIO plays a lead role in conducting TechStat reviews. A review of any project or investment can be requested at any time based on status reports provided to the CIO on a monthly basis as part of monthly updates and CIO evaluations submitted to the ITDB. The CIO meets with the IPTs of each major investment at least annually. The purpose of these reviews are to have open conversations with program managers about the status of each major investment with special focus on current performance; current project cost, schedule, milestones, and deliverables; and future plans or strategies. The CIO also serves as a DAA, and has formal responsibility for approving, modifying or terminating the operation of an IT system in accordance with FISMA and NIST guidelines.		The CIO is provided the current status of all major IT investments on a monthly basis as part of the NRC's monthly review and update process. These monthly status reports help inform CIO evaluations. CIO evaluations are updated when changes are significant enough to warrant an update, or at a minimum, quarterly to ensure the current status is accurately reflected on the ITDB. In addition, the CIO can request the review of any project or investment at any time; however at a minimum, the CIO meets with each major investment's IPT at least once a year through the NRC's CIO TouchPoint process. In addition, the NRC policy is to hold a TechStat on any investment with high-risk rating for more than a quarter. TechStat sessions are held by the IPEC which is co-chaired by the CIO and CFO. The outcome of a TechStat can be the modification, termination, or pause of IT projects or initiatives. See the NRC's TechStat Policy posted at the <a href="#">NRC IT Policy Archive</a> .
K	2	The CIO, CAO and Deputy CFO are members of the SSG. The CIO also provides oversight for the ITB. The CAO ensures that all IT requirements provide proof of approval from one of the IT governing bodies.	While the SSG and ITPC charters are available in the <a href="#">NRC IT Policy Archive</a> , the NRC IT/IM budget guidance is going through the agency concurrence process for final approval by the CIO. Once approved, it will be made publicly available under ADAMS Accession No. ML15300A002 and posted to the <a href="#">NRC IT Policy Archive</a> . In addition, formal documentation of the process regarding proof of approval for IT requirements is underway and will be published to the <a href="#">NRC IT Policy Archive</a> .	
L	2	Requests for Chairman and Commission approval on re-programming requiring Congressional approval are prepared by the OEDO in conjunction with the OCFO. As an IPEC Co-Chair, the CIO approves significant IT reallocations on an ongoing basis during the year of execution. In the DEDO role, the CIO authorizes the re-programming request requiring Congressional approval before it is submitted to the Chairman and Commission for approval.	As discussed in L1, the NRC plans to release the policy for execution year IT/IM budget changes in January 2016. Through FY 2016, processes and reporting to facilitate execution of re-allocations based on the policy described above, will be refined and enhanced. Additionally, the NRC's new Budget Execution Management Directive (MD 4.8), currently under review by the EDO, clearly outlines the role of the CIO in the reallocation of IT related resources during budget execution.	
<b>Organization and Workforce.</b> FITARA: "The CIO reports to the agency head (or deputy/COO) and assesses the requirements established for agency personnel regarding knowledge and skill in information resources management and the adequacy of those requirements for facilitating the achievement of the established IRM performance goals; and assesses the extent to which the positions and personnel at the executive and management levels meet those requirements."				
M	NA	No rating has been provided because the NRC does not have bureau CIOs or staff with "CIO-like" responsibilities. See M1 and O2 in the NRC's Common Baseline Implementation Plan for a description of and list of IT positions outside of OCIO.	Not applicable.	Not applicable.

	Overall Rating (1-3)*	Agency Explanation for Overall Rating	Agency Action Plans (provide for ratings of 1 & 2)	Agency Evidence of Complete Implementation (provide for ratings of 3)
N	NA	<p>No rating has been provided because the NRC does not have bureau CIOs or staff with "CIO-like" responsibilities. See M1 and O2 in the NRC's Common Baseline Implementation Plan for a description of and list of IT positions outside of OCIO.</p> <p>Even though there is no senior level IT management in the program or regional offices for which the CIO should provide input into critical elements or appraisals, the CIO and CHCO will continue to work jointly on the position descriptions and qualifications of the 2210 series for the entire agency.</p>	Not applicable.	Not applicable.
O	NA	<p>No rating has been provided because the NRC does not have bureau CIOs or staff with "CIO-like" responsibilities. See M1 and O2 in the NRC's Common Baseline Implementation Plan for a description of and list of IT positions outside of OCIO.</p>	Not applicable.	Not applicable.
P	1	The agency is developing the FY 2016 staffing, but still needs to perform a gap analysis to assess critical skill needs. An implementation plan will be based on results of the gap analysis and the approved solutions.	As discussed in P1, the gap analysis will be completed in the first quarter of FY 2016. An implementation plan will be based on results of the gap analysis and the approved solutions.	
Q	3	The CIO reports directly to the EDO, who serves as the NRC's COO. In addition, the CIO has direct access to the Chairman and Commission as needed, but at least quarterly through scheduled periodic meetings.		<p>MD 9.17, Organization and Functions, Office of the Executive Director for Operations, assigns the EDO the role of COO. Because of a reorganization of the agency structure effective November 1, 2015, MD 9.17 will need to be updated to reflect the elimination of and disposition of the roles and responsibilities of the DEDCM. The CIO will continue to report directly to the EDO/COO which will be reflected in the updated MD 9.17. An updated organizational chart will also be posted on the NRC's public Web site on November 1, 2015.</p> <p>MD 9.17 can be viewed on the NRC's public Web site at <a href="http://pbadupws.nrc.gov/docs/ML1006/ML100680449.pdf">http://pbadupws.nrc.gov/docs/ML1006/ML100680449.pdf</a>.</p>



## **Appendix A: Definitions of Terms for Purposes of this Guidance**

<b>Agency CIO</b>	The Chief Information Officer at the headquarters level of a department or establishment of the government as defined in Section 20 of <a href="#">OMB Circular A-11</a> ( <i>contrast with 'bureau CIO'</i> ).
<b>Bureau CIO</b>	Official with the title or role of Chief Information Officer within a principal subordinate organizational unit of the agency, as defined in Section 20 of <a href="#">OMB Circular A-11</a> , or any component organization of the agency ( <i>contrast with 'agency CIO'</i> ).
<b>Major IT Investment</b>	An IT investment requiring special management attention because of its importance to the mission or function to the government; significant program or policy implications; high executive visibility; high development, operating, or maintenance costs; unusual funding mechanism; or definition as major by the agency's capital planning and investment control process. Agencies should also include all "major automated information system" as defined in 10 U.S.C. 2445 and all "major acquisitions" as defined in the OMB Circular A-11 Capital Programming Guide consisting of information resources. OMB may work with the agency to declare IT investments as major IT investments. Agencies must consult with assigned OMB desk officers and resource management offices (RMOs) regarding which investments are considered "major." Investments not considered "major" are "non-major."
<b>Reprogramming</b>	Any movement of funds for IT resources that requires Congressional notification.
<b>Adequate Incremental Development</b>	For development of software or services, planned and actual delivery of new or modified technical functionality to users occurs at least every six months.
<b>Information Technology</b>	As described in Section A above:  <ol style="list-style-type: none"> <li>(1) Any services or equipment, or interconnected system(s) or subsystem(s) of equipment, that are used in the automatic acquisition, storage, analysis, evaluation, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the agency; where</li> <li>(2) such services or equipment are 'used by an agency' if used by the agency directly or if used by a contractor under a contract with the agency that requires either use of the services or equipment or requires use of the services or equipment to a significant extent in the performance of a service or the furnishing of a product.</li> <li>(3) The term "information technology" includes computers, ancillary equipment (including imaging peripherals, input, output, and storage devices necessary for security and surveillance), peripheral equipment designed to be controlled by the central processing unit of a computer, software, firmware and similar procedures, services (including provisioned services such as cloud computing and support services that support any point of the life cycle of the equipment or service), and related resources.</li> <li>(4) The term "information technology" does not include any equipment that is acquired by a contractor incidental to a contract that does not require use of the equipment.</li> </ol>
<b>IT Resources</b>	As described in Section A above: All agency budgetary resources, personnel, equipment, facilities, or services that are primarily used in the management, operation, acquisition, disposition, and transformation, or other activity related to the life cycle of information technology; acquisitions or interagency agreements that include information technology and the services or equipment provided by such acquisitions or interagency agreements; but does not include grants to third parties which establish or support information technology not operated directly by the Federal Government.
<b>"Shadow IT" or "Hidden IT"</b>	Refers to spending on IT that is not fully transparent to the agency CIO and/or IT resources included as a portion of a program that is not primarily of an "information technology" purpose but delivers IT capabilities or contains IT resources. For example, a grants program that contains a portion of its spending on equipment, systems, or services that provide IT capabilities for administering or delivering the grants.
<b>Contract</b>	A mutually binding legal relationship obligating the seller to furnish the supplies or services (including construction) and the buyer to pay for them. It includes all types of commitments that obligate the Government to an expenditure of appropriated funds and that, except as otherwise authorized, are in writing. In addition to bilateral instruments, contracts include (but are not limited to) awards and notices of awards; job orders or task letters issued under basic ordering agreements; letter contracts; orders, such as purchase orders, under which the contract becomes effective by written acceptance or performance; and bilateral contract modifications. Contracts do not include grants and cooperative agreements covered by <a href="#">31 U.S.C. § 6301</a> , et seq. For discussion of various types of contracts, see <a href="#">Part 16</a> . – <a href="#">FAR definitions</a>