

Statement of

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Intergovernmental Relations and the Census

Committee on Government Reform

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Mr. Chairman and Members of the Committee:

My name is Paul Cofoni, President, Federal Sector, Computer Sciences Corporation.

I would like to focus on three critical areas in Government transformation, improvement in the management of IT resources, and the fundamental need to open up the functional stovepipes and share data. I'm excited about the new direction business lines are taking and the strong focus on enterprise architecture, which we have often called modernization blueprinting. This process has been essential to some of the key modernization efforts CSC is proud of, such as IRS Prime and the Army Logistics Modernization Program, LogMod. The principles and practices of a business-oriented transformation process drive the success of such initiatives. Addressing business functions as Government-wide initiatives that reach across Federal, State, and local borders is at this core of Government transformation.

Why This Is Critical

The United States economy — and each one of us as citizens and as companies — requires that all the Government — Federal, State, and local — be efficient and effective. Technology is a great enabler, but technology must be linked to business needs. We have found that commercial and Government transformation practices have much in common, and the modernization blueprinting or enterprise architecture process can be tremendously beneficial in showing how transformation can be done in actively managing the change process.

Processes and frameworks are critical to enabling change and breaking down information silos — critical for supply chain activities in military logistics; for sharing information about taxes, the environment, and health; and for alerting States and local communities and dealing with first responders during a disaster. All these activities need common terminology, a set of models, and a process. Over the last year, our company and others have been working through the Industry Advisory Council to provide Mark Forman and his enterprise architecture leaders, Norm Lorentz and Bob Haycock, with

thoughts based on global best practices, in conversations with the best minds in startup companies and with vendors such as Oracle and PeopleSoft as well as integrators. We think that addressing the challenge of breaking down and sharing this information will serve the collective good.

I want to focus on the shift to lines of business and share with you some lessons we learned from our enterprise efforts at IRS and LogMod and some specific action-oriented steps. Both IRS and LogMod are driven by business needs — they are strategic; they use new technologies such as business rules, portals, enterprise application integration (EAI), and middleware; and we work with a multicontractor team. But we have a shared vision and a very visible shared game plan, so everyone is accountable and responsible. We use the best COTS packages to maintain schedules but, more importantly, we manage against the enterprise architecture.

You may have seen the IRS Visible Blueprints. The key is that the enterprise architecture is linked to the strategy and the business case and creates actions that everyone can understand. The IRS blueprint was recently revised based on Mark Everson's strategic and organizational changes and linked to the new Federal Enterprise Architecture (FEA) Reference Models. The EA blueprints are living documents used to manage transformation activities. We recommend taking a business-centric enterprise architecture approach that crosses boundaries and that can communicate this vision and approach to multiple levels of the organization.

This approach can be applied to lines of business, and over the last year we have been sharing those ideas with Mark Forman and the CIO Council's Architecture and Infrastructure Committee. As we looked at the lines of business concepts that were emerging almost exactly a year ago, we thought that we had been doing much the same with our supply chains in working with the States on sharing tax information or managing the replacement of legacy logistic systems with COTS-based integration with financial systems. Among the many, many big lessons we learned, I would like to highlight four.

1. Use a business line architecture and implementation process that creates a win-win situation for everyone along the business line. Make concrete agreements about what each party will get, and make sure everyone's responsibilities are clearly defined. All parties must have some skin in the game: Communication is essential between all management and technical levels and all partners in the business community to support a shared vision.
2. Interoperability is critical, but it is not just a technical problem. A business-centric strategic interoperability approach ensures that the focus is on mission results and away from technical aspects that lead to conflicts over message formats and standards. This approach will raise visibility on what and why information should be shared, requiring management-level buy-in.
3. A critical component, and one of the most difficult, is defining a data and information model. It is a tough issue but, again, it is often addressed only from a technical standpoint. Without thinking about ownership, a data and information model can become too complex to be useful in planning and integration — but this doesn't need to be the case. The battle between centralized and distributed can end. The focus should be on solving the business problem with the right data and information. With new technology, that ownership can be shared, it can be "federated," and this approach can be adapted to the needs of the community.
4. The last point is protecting the security and privacy of the data and information that are shared. This again must be part of a business-oriented approach that adapts to a constant stream of new threats, but the security architecture must be linked to the enterprise architecture, and decisions on security trade-offs must be made from a business point of view.

A theme I keep repeating about enterprise architecture is that the blueprint must first be business-focused. This really is a mission and business lead function that the CIO supports. The transformation must be led at the top but filter down through the organization. Governance is not just for the top, but must fit in with all aspects of a blueprint and actions based upon it. For lines of business and their architectures,

members of the many agencies must work together, not only planning but in funding and taking responsibilities. This will take some innovative out-of-the-box thinking and collaboration between OMB, Congress, Federal agencies, and in many cases the States and local governments affected. The initial six lines of business — financial, HR, criminal investigation, benefits, health data monitoring, and data and statistics — can benefit from industry’s experience. This is an issue that takes collaborative partnership. Some of the initial papers developed by the Industry Advisory Council include:

- 1. Business line architecture and implementation process.** It is important to define a process from a business point of view — a business line architecture and implementation approach that works with the States and local communities. The National Association of State CIOs needs to be involved, and pilot projects supported to create models.
- 2. Business-centric strategic interoperability.** We need to get out of the bits-and-bytes wars and think about information exchanges and brokering from a strategic point of view. Organizations on the federal level such as the Defense Finance and Accounting Service (DFAS) are now looking at this approach.
- 3. Business line data and information management.** This is very much a “governance” issue, driven by the business need to share tactical information to make better decisions. This applies to increase real-time surveillance of disease conditions, to share criminal cases when criminals cross borders to enable the whole healthcare world to share while protecting private health data. “Data” may be considered a four-letter word that results in turf battles that must be rationalized with business value thinking. We are recommending using models to understand what the data and information assets are and to plan for sharing, but the bottom line is that these models can drive integration. With new technologies and open standards, all data may not be perfect and we don’t need to be limited to only one master of data, but directories can point to data acknowledged and agreed upon by each of the data owners.

- 4. Security and privacy.** For too long, security has been addressed as an afterthought. Security however, must be incorporated into the infrastructure backbone to provide the generic capabilities these business lines need.

Taking Ideas to Action

CSC has been supporting Government transformations for years and believes that the most successful efforts require a collaborative partnership to ensure that the vision, objectives and goals of the business and mission are achieved. We look forward to refining and maturing these concepts as a key contributor to Government transformation.

Thank you.