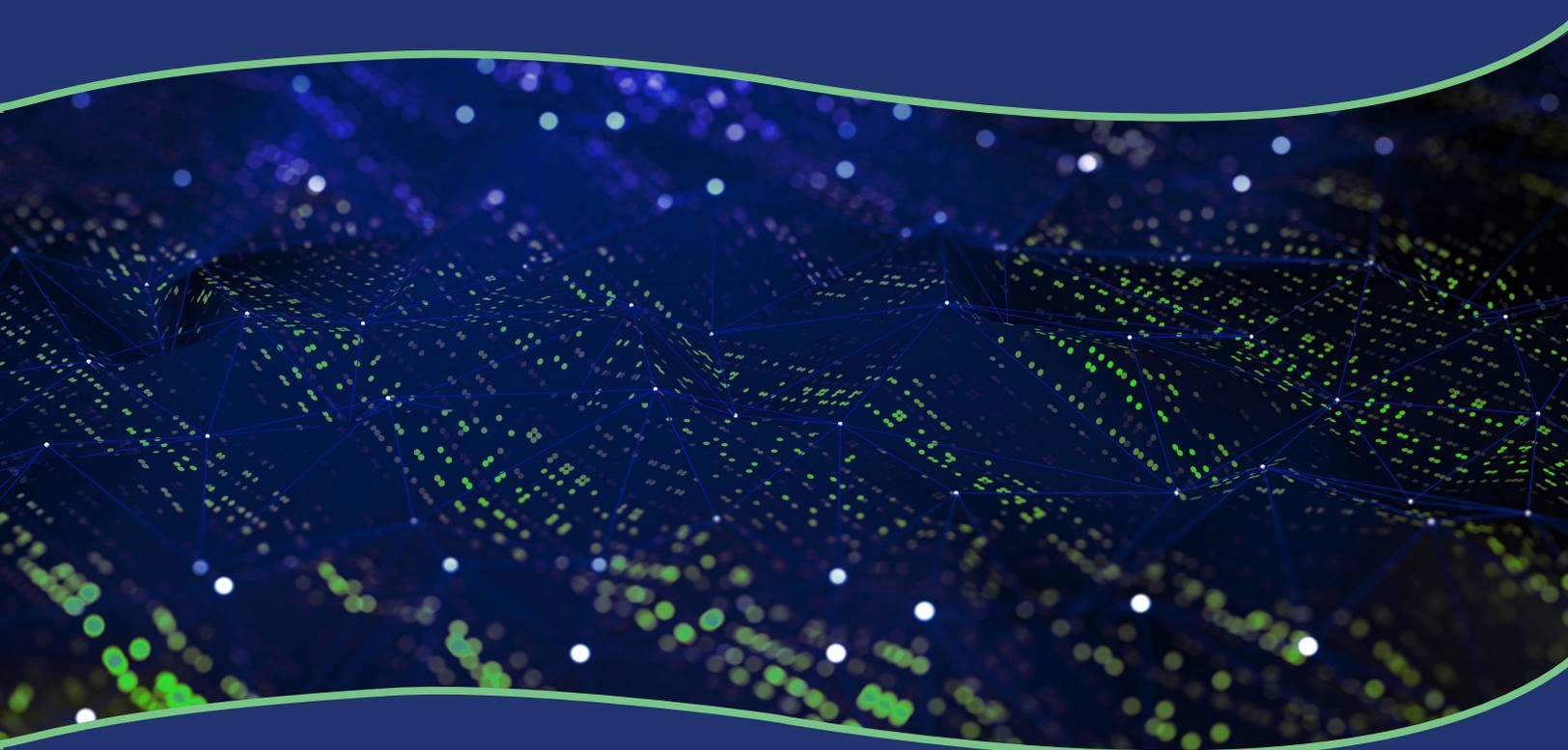


# CHIEF INFORMATION OFFICER ORGANIZATION

## STRATEGIC PLAN

2020-2023



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# MESSAGE FROM THE CIO

I am pleased to present the 2020-2023 Chief Information Officer Organization (CIOO) Strategic Plan. This plan will guide our efforts to provide scalable, efficient, cost-effective technology that enables continuous and secure access to data from any place at any time.

**The CIOO Strategic Plan is organized around four strategic themes:**

- Effective Communication
- Strategic Focus
- Excellent Service Delivery
- Engaged Organization

As part of our commitment to these themes, the CIOO will publish an FDIC IT Modernization Plan. This effort complements the strategic objectives laid out in the CIOO Strategic Plan and gives the Corporation a roadmap for building an agile technology environment that improves FDIC engagement with regulated institutions, consumers and other key stakeholders, modernizes and simplifies the overall IT environment, and provides a plan for the CIOO workforce with the skills, training, and tools necessary to execute the business' strategy and mission.

The CIOO developed this Strategic Plan collaboratively in accordance with the Balanced Scorecard Framework. It includes significant input from our business stakeholders and CIOO staff, and includes strategic objectives, intended results, and performance measures. We continue our work in developing and refining our key performance indicators and targets. They are based on the current IT environment and may change as new challenges are posed by technological developments or internal drivers.

I am proud and honored to lead a group of talented, smart, and dedicated professionals who, in collaboration with the business, will deliver on our plan. The plan guides our efforts, helps us prioritize, and is broad enough to enable us to address new opportunities and challenges as they arise. We are committed to providing products and services that enable the FDIC's business lines to be more efficient and innovative in carrying out the FDIC's mission of maintaining the stability of, and public confidence in, the nation's financial system.

**Howard Whyte**

*Chief Information Officer and Chief Privacy Officer*

# EXECUTIVE SUMMARY

The CIOO Strategic Plan for 2020-2023 identifies opportunities for the CIOO to improve internal operations in a constantly evolving technology environment. This plan uses the Balanced Scorecard Framework to ensure that themes are clearly defined, measurable, and considerate of multiple perspectives.

The plan centers on four Strategic Themes that impact the business at all levels:

- **Effective Communication:** We promote transparency by sharing timely, relevant information that is integrated into daily operations. This enables sound decision-making, optimizes collaboration, and ensures operational excellence.
- **Strategic Focus:** We continuously refine and execute on a clear, comprehensive, multi-year plan. This results in a modern, cost-effective, and agile IT environment that fosters business innovation, efficiency, and decision-making.
- **Excellent Service Delivery:** We provide secure, timely, efficient, and high-quality services that consistently exceed customer needs and expectations.
- **Engaged Organization:** We are an engaged and empowered trusted advisor to our customers and stakeholders. We develop and share knowledge and expertise to continuously improve the organization. Institutional knowledge and new expertise are infused and utilized to uplift the organization. We have the optimal resources to meet the needs of the FDIC.

We examine each Strategic Theme through four Perspectives:

- **Customers:** How well do the CIOO's programs and services meet customer needs?
- **Financial Stewardship:** How well is the CIOO utilizing its resources to maximize value and the effectiveness of our mission?
- **Internal Process:** How efficient are the CIOO's processes at delivering value to customers and stakeholders?
- **People, Tools, and Technology:** How operationally ready is the CIOO to learn, grow, and continuously improve?

Twelve Strategic Objectives are measurable actions that support each of the themes through the lens of the perspectives:

- **Customer Objectives:** Improve Communication, Improve Customer Satisfaction, and Strengthen Partnerships
- **Financial Stewardship Objectives:** Improve Use of Resources, Improve Budget and Strategy Alignment
- **Internal Process Objectives:** Improve Communications Process, Improve Human Capital Management, Improve the Delivery of Services, Improve Governance
- **People, Tools, and Technology Objectives:** Increase Knowledge, Skills, and Abilities, Improve Innovation, and Improve Technology

The Strategic Themes above and their associated Strategic Objectives will provide structure and guidance for major initiatives undertaken by the CIOO across the next three years. The twelve Strategic Objectives act as concrete and measurable stepping stones to move the organization toward its future state.

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# INTRODUCTION

## OVERVIEW

This plan is the product of a collaborative effort between the CIOO and our business stakeholders who contributed their insight and knowledge of Information Technology (IT) challenges, needs, and opportunities.

## FDIC MISSION

The Federal Deposit Insurance Corporation (FDIC) is an independent agency created by the Congress to maintain stability and public confidence in the nation's financial system by:

- Insuring deposits;
- Examining and supervising financial institutions for safety and soundness and consumer protection;
- Making large and complex financial institutions resolvable; and
- Managing receiverships.

## FDIC VISION

The FDIC is a recognized leader in promoting sound public policies, addressing risks in the nation's financial system, and carrying out its insurance, supervisory, consumer protection, resolution planning, and receivership management responsibilities.

## CIOO VISION

To provide scalable, efficient technology that enables continuous access to data securely from any place at any time.

## FDIC CORE VALUES

- **Integrity:** We adhere to the highest ethical and professional standards.
- **Competence:** We are a highly skilled, dedicated, and diverse workforce that is empowered to achieve outstanding results.
- **Teamwork:** We communicate and collaborate effectively with one another and with other regulatory agencies.
- **Effectiveness:** We respond quickly and successfully to risks in insured depository institutions and the financial system.
- **Accountability:** We are accountable to each other and to our stakeholders to operate in a financially responsible and operationally effective manner.
- **Fairness:** We respect individual viewpoints and treat one another and our stakeholders with impartiality, dignity, and trust.

# FDIC BUSINESS CHALLENGES

IT is a fast-paced industry and being aware of the trends, opportunities and challenges that would impact how FDIC conducts business is critical. This information was used to inform the strategy to help prioritize the activities that will address the issues identified. Additionally, the CIOO reviewed and discussed business needs and possible potential solutions to inform the strategy.

The accelerating pace of technological change impacts the way the financial industry and federal agencies achieve their missions. As a result, the FDIC has an opportunity to leverage emerging technologies and other advances in IT to offer new foundational ways of delivering IT services.

## **INFORMATION SECURITY**

Cybersecurity breaches are a significant threat to consumers, banks, other businesses, and financial market utilities, as well as government agencies, including the FDIC. The FDIC maintains sensitive financial, supervisory, and personal information in the conduct of its mission. The FDIC must continue to enhance its responsiveness to the increasing number of threats to the security, privacy, and integrity of its large holdings of sensitive data. There are opportunities to strengthen and merge physical security with enhanced data security where traditional authentication is insufficient to keep up with dynamic threats. This requires strong partnerships between security and business operations to develop new and innovative approaches to securing data.

## **SUPERVISION**

The FDIC exercises broad supervisory responsibility for all insured depository institutions (IDIs) in the United States, although it is the primary federal supervisor only for state-chartered banks and savings institutions that are not members of the Federal Reserve System. The FDIC's roles as an insurer and primary supervisor are complementary, and many activities undertaken by the FDIC support both the insurance and supervision programs. Through review of examination reports, use of off-site monitoring tools to analyze large sets of data, and participation in examinations conducted by other federal regulators (either through agreements with these regulators or, in limited circumstances, under the exercise of the FDIC's authority to conduct special (backup) examination activities), the FDIC regularly monitors potential risks at all insured institutions, including those for which it is not the primary federal supervisor. The FDIC also takes into account supervisory considerations in the exercise of its authority to review and approve applications for deposit insurance from new institutions and other applications from IDIs, regardless of the chartering authority.

The FDIC carries out its supervision programs through a geographically dispersed workforce and in close collaboration with other agencies and institutions. The FDIC's ability to carry out its supervision programs depends upon the availability of various IT platforms. Better collaboration through systems, processes, and tools; systems enhancements; better connectivity; and increased amounts of secure data storage capacity are needed to ensure the continued availability and integrity of these IT platforms.

The FDIC maintains large collections of confidential supervisory information and data. The FDIC's ability to carry out its supervision programs depends on the security and integrity of this information and data. Enhanced system and database security and protection of confidential supervisory information are needed to ensure the security and integrity of this information and data.

Finally, the FDIC must be able to ensure continuity of operations to carry out its supervision programs. Continuity of the supervision program operations is key to supporting the FDIC's mission of maintaining stability and public confidence in the nation's financial system, and its strategic goals of ensuring that FDIC-insured institutions are safe and sound and consumers' rights are protected. Infrastructure and business continuity processes need to be strengthened to ensure the continuity of the FDIC's supervision programs.

# FDIC BUSINESS CHALLENGES

## INSURANCE

Deposit insurance is a fundamental component of the FDIC's role in maintaining stability and public confidence in the U.S. financial system. By promoting industry and consumer awareness of deposit insurance, the FDIC promotes confidence in banks and savings associations of all sizes. To keep pace with the evolving banking industry and sustain its readiness to protect insured depositors, the FDIC prepares and keeps current contingency plans that promptly address a variety of IDI failures and conducts large-scale simulations to test its plans.

When IDIs fail, the FDIC ensures that the financial institution's customers have timely access to their insured deposits and other services. Continuity of operations is critical to achieving the FDIC's mission of maintaining public confidence in the financial system and its strategic goal of providing depositors with timely access to insured funds and financial services. Infrastructure and business continuity processes need to be strengthened to enable the FDIC to continue to provide mission essential functions, systems, and operations without interruption.

The FDIC, in cooperation with the other primary federal regulators, proactively identifies and evaluates the risk and financial condition of individual IDIs. It also identifies broader economic and financial risk factors that affect all insured institutions. It accomplishes these objectives through a wide variety of activities, including the following:

- A risk-based deposit insurance assessment system whereby institutions that pose greater risk to the Deposit Insurance Fund (DIF) pay higher premiums.
- A strong examination and enforcement program.
- Collection and publication of detailed banking data and statistics.
- A vigorous research program.
- An off-site monitoring system that analyzes and assesses changes in banking profiles, activities, and risk factors.
- A comprehensive ongoing analysis of the risks in financial institutions with more than \$10 billion in assets through the Large Insured Depository Institution Program.
- Thorough review of deposit insurance applications and other applications from IDIs.
- Enhanced data collection and analytic capability is needed to enable the FDIC to keep pace with an evolving financial industry and to proactively identify and evaluate risks.

The FDIC also ensures that the public and insured depository institutions have access to accurate and easily understood information about federal deposit insurance coverage. As mobile banking and information sharing become more prevalent, the FDIC needs enhanced mobile information delivery to ensure easy public accessibility.

## RESOLUTIONS AND RECEIVERSHIPS

When an IDI fails, the FDIC is ordinarily appointed receiver under the Federal Deposit Insurance Act. In that capacity, it assumes responsibility for efficiently recovering the maximum amount possible from the disposition of the receivership's assets and the pursuit of the receivership's claims. Funds that are collected from the sale of assets and the disposition of valid claims are distributed to the receivership's creditors according to priorities set by law.

Under the Orderly Liquidation Authority (OLA) of the Dodd-Frank Act, the FDIC may also be called upon to resolve the failure of a large, systemically important financial company. OLA provides a backup authority to place a failed or failing financial company into an FDIC receivership process if no viable private-sector alternative is available to prevent the default of the company and if a resolution through the bankruptcy process would have a serious adverse effect on U.S. financial stability.

To ensure that the resolution of the failure of a large, complex financial institution could be carried out under bankruptcy in an orderly manner, the FDIC assesses the resolution plans submitted by bank holding companies, other covered companies, and IDIs. These plans must be able to be transmitted through the FDIC's secure communication channel with financial institutions and must be maintained in a secure environment.

# IT LANDSCAPE

Research was conducted across agencies, other financial regulators, and the financial and banking industry, to find operational, economic, and technological trends that drive the way IT services are delivered.

## INFORMATION TECHNOLOGY TRENDS

Three major IT trends are changing how IT enables businesses cross-industry: mobility, cloud technology, and data management. These three trends have become fundamental to modern IT service delivery and continue to be a major federal government focus as agencies modernize and enhance their IT capabilities.

- **Mobility:** Research has shown that agencies embracing mobility have reduced costs, engaged the public better, and enhanced flexibility for staff. Mobile applications help organizations become more efficient and enable real time access to data. Additionally, pervasive public mobile device adoption is an opportunity for government and industry services to become more accessible to authorized users.
- **Cloud Technology:** The emergence and adoption of cloud technology has forced cross-industry reevaluation of how IT supports business functions. Cloud technology enables continuous availability of services, scalable computing power and storage, and long-term cost reduction because users pay for only the capacity that is actually used. This is a shift from traditional infrastructure and services that are subject to the challenge of trying to estimate usage before it occurs, which increases cost regardless of actual usage and provides limited scalability. To better enable federal agencies to leverage the benefits of cloud technology, the General Services Administration (GSA) established the Federal Risk and Authorization Management Program (FedRAMP) in 2011 to provide a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services for federal agency use. Agencies and businesses continue to move, build, and buy applications, systems, and infrastructure in the cloud. Vendor owned and operated infrastructure has also increased in use as agencies continue to move toward shared or managed services, which frees up resources to be redistributed as priorities change.
- **Data Management:** Across the government and industry, there is a recognition that the effective understanding, management and governance of data is the lifeblood of an organization's ability to make well-informed decisions to achieve its mission. This requires organizations to shift towards data-centric approaches to problem solving and future planning. This includes moving IT security and privacy practices to protecting data and not simply the network and IT assets. New tools around the use of "big data" such as artificial intelligence and machine learning are mainstream in commercial applications, and government agencies are beginning to explore and use these for government data.

## IT SERVICE DELIVERY

Today, annual federal IT budgets continue to spend more on operations and maintenance of current IT capabilities leaving less to mitigate the critical risks of technological obsolescence and to develop new and enhanced IT applications. IT organizations must take a critical look at the cost of operating and maintaining their existing IT infrastructures and legacy application systems and seek opportunities to improve efficiency through the implementation of new or enhanced capabilities. This is causing many agencies to consider newer operating models, such as shared or managed IT services, to reduce the costs of ongoing operations and maintenance and free up additional resources.

Portfolio management challenges continue to exist. These include the immediate need to address the performance shortcomings or deficiencies of existing applications before attention can be given to concerns about technology obsolescence and application modernization. In some cases, this may involve the replacement of current applications with modular solutions in a shared services environment. Clear criteria and repeatable processes are required to assign priority for these actions consistent with available resources.

In many cases, traditional development and delivery techniques are being replaced with rapid experimentation and capability delivery. Agile methodologies that enable incremental development can lower upfront costs and provide more opportunities to introduce innovation with each successive release of an application.

# STRATEGIC THEMES AND STRATEGIC RESULTS

This plan has identified a series of business challenges and technological trends placing new demands on the IT operating model. In response to the items identified, the CIOO must provide timely delivery of solutions to meet new priorities. Whether the priority is a result of increasing security threats and the consequences from incidents, or simply the expectation of faster enablement of business operations through IT, timely delivery is required.

At the same time, the CIOO hopes to drive innovation to serve the mission of the FDIC, while service expectations continue to increase without additional funding. In order for the FDIC to deliver on its mission, the IT operating model must accommodate increased speed, value, and innovative solutions.

The following Strategic Themes and their corresponding Strategic Results form the backbone of the 2020-2023 CIOO Strategic Plan. These are the broad, cross-cutting ideas that make the CIOO effective and offer guidance on how the organization can support the needs of the FDIC in a time of rapid technological change.

Strategic Themes	Strategic Results
Effective Communication	We promote transparency by sharing timely, relevant information that is integrated into daily operations. This enables sound decision-making, optimizes collaboration, and ensures operational excellence.
Strategic Focus	We continuously refine and execute on a clear, comprehensive, multi-year plan. This results in a modern, cost-effective, and agile IT environment that fosters business innovation, efficiency, and decision-making.
Excellent Service Delivery	We provide secure, timely, efficient, and high-quality services that consistently exceed customer needs and expectations.
Engaged Organization	We are an engaged and empowered trusted advisor to our customers and stakeholders. We develop and share knowledge and expertise to continuously improve the organization. Institutional knowledge and new expertise are infused and utilized to uplift the organization. We have the optimal resources to meet the needs of the FDIC.

## PERSPECTIVES

Each Strategic Theme can have impacts across multiple perspectives. The CIOO looked at the following perspectives when identifying the Strategic Objectives that inform the Strategic Themes.

Perspective	Questions Answered
Customers	How well do our programs and services meet customer and stakeholder needs?
Financial Stewardship	How well are we utilizing our resources to maximize value and effectiveness of our mission?
Internal Process	How efficient are our processes at delivering value to customers and stakeholders?
People, Tools, and Technology	How operationally ready is our organization to learn and grow and continuously improve?

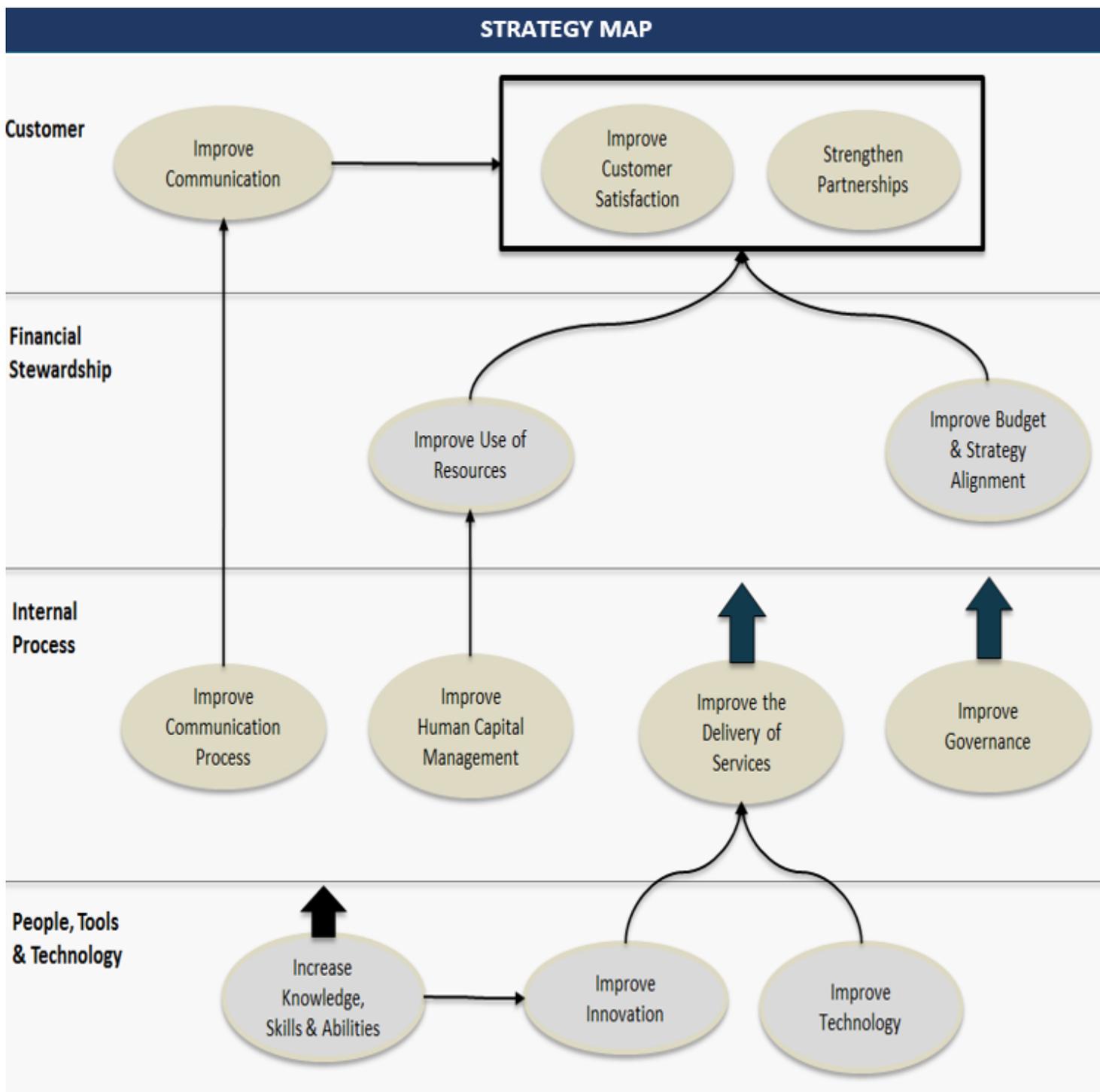
# STRATEGIC OBJECTIVES

Strategic Objectives provide the CIOO with concrete, actionable steps to achieve desired Strategic Results (see page 5).

Strategic Objectives	Objective Intended Results
Improve Communication	Customers receive accurate and timely data.
Increase Customer Satisfaction	Customers are satisfied with the IT services and solutions received.
Strengthen Partnerships	Increased partnerships among staff and customers in the delivery of quality IT services that meet the objectives.
Improve Use of Resources	Improved utilization of IT assets.
Improve Budget and Strategy Alignment	IT investments and initiatives are selected from strategic roadmaps for funding and execution.
Improve Communications Process	Clear priorities are communicated to CIOO, business units, partners, and customers.
Improve Human Capital Management	Key positions are filled in a timely manner.
Improve the Delivery of IT Services	Services are delivered within service-level agreements (SLAs) as contained in the service catalog and contracts.
Improve Governance	Established lines of authority where decisions are defined and documented.
Increase Knowledge, Skills and Abilities (KSA)	CIOO staff knowledge and skills match the organizational needs.
Improve Innovation	The organization adopts technology that is aligned with strategy.
Improve Technology	Decreased number of manual processes by increasing % of automated processes.

# CIOO STRATEGY MAP

The CIOO Strategy Map visually represents how Strategic Objectives interact with each Perspective. All Strategic Objectives fall under the umbrella of our four Strategic Themes: Effective Communication, Strategic Focus, Excellent Service Delivery, and Engaged Organization.



# THEME: EFFECTIVE COMMUNICATION



Each Strategic Objective directly addresses a single Perspective. Pairs of Strategic Objectives and Perspectives work together to support one or more Strategic Themes. On this page, see how the Strategic Objectives (bold) and Perspectives work together to support the Strategic Theme of Effective Communication.

## THEME DESCRIPTION

Effective Communication: We promote transparency by sharing timely, relevant information that is integrated into daily operations. This enables sound decision-making, optimizes collaboration, and ensures operational excellence.



### CUSTOMER PERSPECTIVE

The CIOO shares accurate and timely data about changes to people, process, and technologies with internal and external business customers. Business customers understand the strategic plan and roadmap of the CIOO, and the CIOO's priorities reflect those of its customers. This **improved communication** is reciprocated, as the CIOO actively encourages stakeholders to openly exchange information and provide feedback. Leadership and employees are actively consulted about changes to the IT environment, fostering **improved partnerships** between the CIOO and its business customers. Strong partnerships and a commitment to two-way communication about strategic priorities, systems, and services leads to **increased customer satisfaction**.



### FINANCIAL STEWARDSHIP PERSPECTIVE

Technologies and systems are well-utilized, and duplicative software is retired. Effective communication within the CIOO reduces costs associated with the redundant purchases of goods and services across the organization. Systems, networks, and governance structures are simplified to support effective project deployment and **improve the use of resources** in the CIOO.



### INTERNAL PROCESS PERSPECTIVE

The CIOO **improves human capital management** by aligning the FDIC's IT workforce to its strategic priorities and filling key positions in a timely manner. Decisions are made at the lowest appropriate level and are timely and well-informed. **Improved governance** encourages defined objectives for new and legacy IT investments and initiatives.



### PEOPLE, TOOLS, AND TECHNOLOGY PERSPECTIVE

The CIOO **increases the knowledge, skills, and abilities** of its staff to meet the FDIC's needs, and the Organization provides training opportunities and Career Development Plans to develop staff and minimize skill gaps. Clear standard operating procedures help to transition technical and organization knowledge within the CIOO.

# THEME: STRATEGIC FOCUS



Each Strategic Objective directly addresses a single Perspective. Pairs of Strategic Objectives and Perspectives work together to support one or more Strategic Themes. On this page, see how the Strategic Objectives (bold) and Perspectives work together to support the Strategic Theme of Strategic Focus.

## THEME DESCRIPTION

Strategic Focus: We continuously refine and execute on a clear, comprehensive, multi-year plan. This results in a modern, cost-effective, and agile IT environment that fosters business innovation, efficiency, and decision-making.



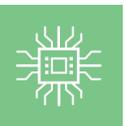
### CUSTOMER PERSPECTIVE

**Improved communication** helps business clients understand the CIOO's strategic plan and roadmap. Insight into the CIOO's priorities enhances two-way communication and **improves customer satisfaction** with the CIOO.



### FINANCIAL STEWARDSHIP PERSPECTIVE

CIOO **budget and strategy are aligned**. Costs are published and transparent, and operations and service budgets reflect the CIOO's strategic priorities. IT investments and initiatives are selected for funding and execution based on strategic roadmaps.



### INTERNAL PROCESS PERSPECTIVE

Clear strategic priorities allow the CIOO to align **and improve human capital management** to meet its future needs; key positions are filled in a timely manner, decision authority is delegated to the lowest appropriate level, and staff are given the training and resources to align their skills with CIOO priorities. **Service delivery is improved** as services and contracts better align with overarching CIOO strategy. A clear strategy also **improves governance**, resulting in timely, well-informed decisions.



### PEOPLE, TOOLS, AND TECHNOLOGY PERSPECTIVE

The CIOO's clear strategic goals allow for a common set of business requirements. Business needs are anticipated and planned for, and the Organization dedicates resources to **improve innovation** by identifying and testing new technologies. As new technologies are adopted, the CIOO provides infrastructure, technology, and training resources to **increasing the knowledge, skills, and abilities** of its workforce.

# THEME: EXCELLENT SERVICE DELIVERY



Each Strategic Objective directly addresses a single Perspective. Pairs of Strategic Objectives and Perspectives work together to support one or more Strategic Themes. On this page, see how the Strategic Objectives (bold) and Perspectives work together to support the Strategic Theme of Excellent Service Delivery.

## THEME DESCRIPTION

Excellent Service Delivery: We provide secure, timely, efficient, and high-quality services that consistently exceed customer needs and expectations.



### CUSTOMER PERSPECTIVE

Shared goals and expectations for service delivery **strengthen partnerships** between CIOO staff and customers. Business and CIOO personnel share the responsibility for excellent service delivery and rely on strong communication and trust. Through increased engagement with customers, CIOO staff will have an improved understanding of the FDIC business domain and can anticipate customer needs. Increased knowledge of customer needs and shared goals lead to **increased customer satisfaction**.



### FINANCIAL STEWARDSHIP PERSPECTIVE

Strong understanding of customer needs helps the CIOO invest in impactful activities while reducing spending in areas with low return on investment. Automated monitoring, reduced network complexity, and reduced software duplication **improve the utilization of IT assets**.



### INTERNAL PROCESS PERSPECTIVE

Service and product delivery are timely and accurate. The CIOO team maintains a catalogue of easy to use self-service-based tools that are customized to meet customer needs. Strong project management **improves the delivery of services** by ensuring consistent, reliable communication and service. Processes are well-documented, consistent, and repeatable, and staff are empowered to make decisions where appropriate. **Improved governance** means that CIOO staff and customers are empowered, not hindered, by bureaucracy. The CIOO promotes transparent communication with customers by building and **improving communication processes**. Internal and external customers maintain awareness of the full suite of IT Services offered by the CIOO, and they understand how new services, products, and processes will affect their business.



### PEOPLE, TOOLS, AND TECHNOLOGY PERSPECTIVE

Technology enables the secure, reliable, and scalable delivery of services by reducing manual processes and providing access to self-service capabilities. The CIOO **improves technology** by keeping systems current with the latest features and increasing automation. The CIOO **improves workforce knowledge and skills** to meet the demands of this new technology by offering training opportunities, focusing on knowledge management within the organization, and hiring key positions.

# THEME: ENGAGED ORGANIZATION



Each Strategic Objective directly addresses a single Perspective. Pairs of Strategic Objectives and Perspectives work together to support one or more Strategic Themes. On this page, see how the Strategic Objectives (bold) and Perspectives work together to support the Strategic Theme of Engaged Organization.

## DESCRIPTION

Engaged Organization: We are an engaged and empowered trusted advisor to our customers and stakeholders. We develop and share knowledge and expertise to continuously improve the organization. Institutional knowledge and new expertise are infused and utilized to uplift the organization. We have the optimal resources to meet the needs of the FDIC.



### CUSTOMER PERSPECTIVE

The CIOO shares accurate and timely data about changes to people, process, and technologies with internal and external business customers. Business customers understand the strategic plan and roadmap of the CIOO, and the CIOO's priorities reflect those of its customers. This **improved communication** is reciprocated, as the CIOO actively encourages stakeholders to openly exchange information and provide feedback. Leadership and employees are actively consulted about changes to the IT environment, fostering **improved partnerships** between the CIOO and its business customers. Strong partnerships and a commitment to two-way communication about strategic priorities, systems, and services leads to **increased customer satisfaction**.



### FINANCIAL STEWARDSHIP PERSPECTIVE

Strong understanding of customer needs and a commitment to continuous improvement drive the CIOO to invest in impactful activities while reducing spending in areas with low return on investment. Automated monitoring, reduced network complexity, and optimized enterprise software **improve the utilization of IT assets**.



### INTERNAL PROCESS PERSPECTIVE

Clear strategic priorities allow the CIOO to align **and improve human capital management** to meet its future needs; key positions are filled in a timely manner, decision authority is delegated to the lowest appropriate level, and staff are given the training and resources to align their skills with CIOO priorities. **Service delivery is improved** as services and contracts better align with overarching CIOO strategy. A clear strategy also **improves governance**, resulting in timely, well-informed decisions.



### PEOPLE, TOOLS, AND TECHNOLOGY PERSPECTIVE

Technology enables the secure, reliable, and scalable delivery of services by reducing manual processes and providing access to self-service capabilities. The CIOO **improves technology** by keeping systems current with the latest features and increasing automation. The CIOO **improves workforce knowledge and skills** to meet the demands of this new technology by offering training opportunities, focusing on knowledge management within the organization, and hiring key positions.

# CONCLUSION AND PATH FORWARD

The CIOO Strategic Plan reaffirms the organization's commitment to supporting the mission and business of the FDIC. In approaching strategy from the perspectives of its customers, financial stewardship, internal process, and people, tools, and technology, this plan ensures that the needs of all stakeholders are met and that outcomes reflect the priorities of the FDIC.

Moving forward, this Strategic Plan will serve as a dynamic and adaptive tool to guide the work of the CIOO across four Strategic Themes:

- Effective Communication
- Strategic Focus
- Excellent Service Delivery
- Engaged Organization

The Strategic Themes above and their associated Strategic Objectives will provide structure and guidance for major initiatives undertaken by the CIOO across the next four years. While the plan does not exclusively dictate CIOO operations and strategies, it will guide the CIOO's future.

The roadmap for much of the technical work introduced in the CIOO Strategic Plan is the CIOO's IT Modernization Plan. The IT Modernization Plan will build on the Strategic Themes and Objectives identified in the Strategic Plan, and like the Strategic Plan, it will approach its goals from multiple perspectives. However, where the CIOO Strategic Plan is broad, the IT Modernization Plan will identify the specific actions required to modernize the FDIC's IT environment. The IT Modernization Plan, which the CIOO plans to complete by August 15, 2019, will use a series of business drivers that describe the FDIC's top priorities and goals, as well as business capabilities that cover the breadth of FDIC functions, to define the future state of IT for the Corporation, and recommend a five-year IT investment portfolio to achieve intended results. The roadmap will consider changes needed to people, processes, and technology to achieve our future state.

# APPENDIX: GLOSSARY

Term	Definition
<b>Balanced Scorecard</b>	An integrated strategic planning and performance management system that communicates with clarity an organization’s vision, mission, and strategy to employees and other stakeholders; aligns day-to-day work to vision and strategy; provides a framework for prioritizing programs and projects; and uses strategic performance measures and targets over four perspectives to measure progress.
<b>Customers</b>	Customers are the direct beneficiaries of the organization's services or products. Sometimes it is the end user of the organization’s services or product, while other times it is the stakeholder with which value is given for value received (usually money in exchange for a product or service).
<b>Enterprise Architecture</b>	A discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analyzing the execution of change toward desired business vision and outcomes.
<b>Federal Risk and Authorization Management Program (FedRAMP)</b>	A government-wide program established in 2011 to provide a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services.
<b>Governance Process</b>	The act or process of governing. Providing authorization, direction or control. The enterprise architecture governance model defines the roles and relationships of the participating agencies, individuals and groups that oversee and control the development and maintenance of the enterprise architecture.
<b>Human Capital Management</b>	A set of practices related to people resource management and focused on the organizational need to provide specific competencies. Human Capital Management practices are implemented in three categories: workforce acquisition, workforce management and workforce optimization.
<b>Information Technology Investment</b>	This term refers to the expenditure of IT resources to address mission delivery and management support. An IT investment may include a project or projects for the development, modernization, enhancement, or maintenance of a single IT asset or group of IT assets with related functionality, and the subsequent operation of those assets in a production environment.
<b>IT Asset</b>	Anything (tangible or intangible) that has value to an organization, including, but not limited to: a computing device, IT system, IT network, IT circuit, software (both an installed instance and a physical instance), virtual computing platform (common in cloud and virtualized computing), and related hardware (e.g., locks, cabinets, keyboards) as well as people and intellectual property (including software). Assets are the lowest level at which IT is planned, acquired, implemented, and operated.

# APPENDIX: GLOSSARY

Term	Definition
<b>IT Modernization Roadmap</b>	A document that describes the business and technology plan for the entire organization using EA methods. The Roadmap provides current views, future views, and transition plans at an appropriate level of detail for all IT investments, services, systems, and programs. The Enterprise Roadmap also contains an IT asset inventory using the FEA Reference Models and other attachments or appendices for capital planning and investment control, enterprise architecture, shared service, and other planning products that provide additional information regarding Roadmap plans.
<b>Key Positions</b>	Positions that exert critical influence on the operational activities or strategic objectives of the organization.
<b>Operations</b>	The day-to-day management of an asset in which the asset is in operations production environment and produces the same product or provides a repetitive service. Operations include, but are not limited to, activities that operate data centers, help desks, operational centers, telecommunication centers, and end-user support services.
<b>Performance Measure</b>	Measurement is the description, often quantification, of a property of an object, activity, process, or result that enables comparisons across items being compared, or across time. Performance measures provide objective evidence of progress towards a strategic goal and are an analytical basis for decision-making.
<b>Perspective</b>	A Perspective is a view of organizational strategic performance viewed through a particular "lens." Typical perspectives include financial (or stewardship in the public sector), customer (stakeholder), internal process, and people, tools, and technology (or organizational growth). The organization's business model, which encompasses its mission, vision, and strategy, determine the appropriate perspective names.
<b>Project</b>	A temporary endeavor undertaken to accomplish a unique product or service with a defined start and end point and specific objectives that, when attained, signify completion. Projects can be undertaken for the development, modernization, enhancement, disposal, or maintenance of an IT asset.
<b>Stakeholder</b>	The universe of people, groups, and organizations that have an interest in the organization; examples include: customers, employees, vendors, regulators, directors, suppliers, and community groups.
<b>Strategic Objective</b>	The specific continuous improvement activities, balanced across the perspectives that break down strategy into smaller components and make strategy actionable by involving all employees in operationalizing the organization's goals.

# APPENDIX: GLOSSARY

Term	Definition
<b>Strategic Planning</b>	An organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful. The result of the planning process is a strategic plan.
<b>Strategic Results</b>	End outcomes from successfully executing the organization's strategy.
<b>Strategic Themes</b>	The four strategic focus areas that build on the customer value proposition to define the organization's high-level business strategy, break down the vision and mission into action, and focus energy on desired strategic results. Note that the 2017-2020 Information Technology Strategic Plan refers to Themes as Goals.
<b>Strategy Map</b>	A graphic that shows the most predominate cause-and-effect relationships between objectives in four perspectives. Linked objectives show how value is created by the organization.