

Making Good Choices: The Value of IT Governance to the Airmen

Ms. Venice Goodwine, SAF/CNS Director





Abstract

In order to stay ahead of near-peer competitors, the United States Air Force must deliver timely, cost effective, IT capabilities to its airmen. But the process to make IT investment decisions is not as simple as “slapping the table”. Mission areas, MAJCOMs, and the DAF must work together to make investments and deliver airmen the IT capabilities they need when they need them. In this session you will learn about the complexities of IT investment decision making, how the Air Force is implementing the VOIS model, and how it enables airmen to get the IT they need when they need it.



Agenda

What is IT governance?

Why is governance important?

What are symptoms of inadequate governance?

How is enterprise IT governance implemented?

What is the VOIS model?

EIT Governance Implementation Approach

EIT Governance Model & Decision Flow

EIT Governance Bodies

2022 EIT Governance Focus Lines of Effort



What is IT Governance?

In short, IT governance is a business investment decision-making and oversight process to ensure the effective and efficient use of IT.

This includes the processes used to:

- Evaluate
- Select
- Prioritize
- Fund
- Oversee
- Measure
- Operate
- Comply

Source: Gartner (<https://www.gartner.com/en/information-technology/glossary/it-governance>)



Why is Governance Important?

Bottom line: more money for IT projects that matter to airmen!

What are Symptoms of Inadequate Governance?

92% of senior business leaders say strong governance contributes to improved business outcomes
69% of senior business leaders report that their leadership requires stronger links between business and IT goals.
(ISACA June 2020)

- Poor performing IT systems
 - Important IT projects not being implemented due to other priorities consuming resources
 - Overspending on IT projects that don't support the mission
 - Lack of compliance with laws, regulations, policies, and standards requiring additional remediation costs
-



How is Enterprise IT Governance Implemented?

EIT Governance

- Only makes decisions that impact EIT products, services, and capabilities are decided by EIT governance. All other IT decisions are left to mission areas for decision.
- Ensures effective and efficient information technology capabilities for the airmen.
- Reduces redundant spend and improves service quality through enterprise solutions.
- Supports the mission by freeing resources for mission delivery.

Approach

- Uses the Vetoer, Owner, Influencer, and Supporter (VOIS) model to determine participants and their respective roles.
- Group (O-6 level) organizes, prioritizes, and prepares decisions for higher levels.
- Board (2-star executive level) approves decisions under certain thresholds, ensures Council receives material ready for decision.
- Council (3-star executive level) approves remaining decisions and monitors performance.



What is the Vetoer – Owner – Influencer – Supporter (VOIS) Model?

The VOIS Model has been directed for use by SAF/MG.

Business rules, governance, workflows, and other policies must be adapted to it.

EIT Governance has been adapted to it.

- **Vetoer** is the single entity in the Owner's chain of command who is ultimately accountable for the decision and its delivery.
 - **Owner** is responsible for the decision and is authorized to make decisions in a specific functional area.
 - **Influencers** exist at all levels of the DAF and must be consulted for a decision.
 - **Supporters** are others who may provide requested expertise or insights for a decision, or who are interested in the decision because it has implications for their work.
-

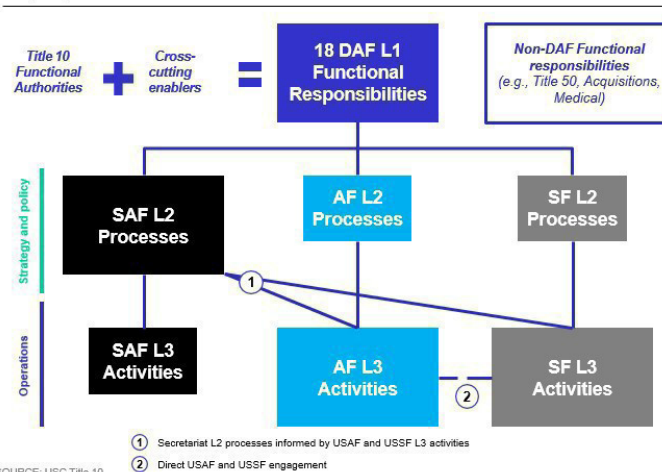


What are the Decision Rights?

“Decision rights” are who can make what decisions with input from whom, and in what capacity.

- L1 responsibilities are the 18 areas of work done to fulfill DAF authorities, delegated through the Secretary of the Air Force’s USC Title 10 powers and cross-cutting enablers.
- L2 processes are the roughly 230 major strategy and policy decisions the Department completes through the Secretariat (SAF), USAF (Air Staff – A#), and USSF (Space Staff – S#/#) to execute the L1 DAF functional responsibilities.
- L3 activities are the numerous operational efforts which create inputs and outputs to inform and complete the L2 processes.

L1, L2, L3 structure



SOURCE: USC Title 10

L1 Functional Responsibilities

- **Definition:** Areas of work done to fulfill DAF authorities; does not include warfighting
- **Count:** 18
- **Status:** Complete

L2 Processes

- **Definition:** Strategy and policy structures to enable execution of DAF functional responsibilities
- **Count:** 231 (SAF – 150 // AF – 57 // SF – 22 // TBD – 2)
- **Status:** In-flight; current focus

L3 activities

- **Definition:** Operational efforts that create inputs, outputs to inform L2 processes
- **Count:** Under Review / To be Determined
- **Status:** Initial Owners identified by L2 OVIS; next focus



MS. GOODWINE | EIT GOVERNANCE IMPLEMENTATION APPROACH



PHASE 1: CRAWL



- Approve the **new charter that incorporates three governance bodies**, VOIS model, membership, and responsibilities.
- Clarify that **outputs from the EITC** or requests for veto feed into the **Strategic Initiative Forum (SIF)**.

PHASE 2: WALK



- Establish **decision domains** in accordance with the **Weill & Ross Framework** (IT principles, infrastructure strategies, architecture, business application needs, and investments) and include how to operate them as an addendum to the charter.

PHASE 3: RUN



- Establish how the **EIT interacts with other governance bodies** (e.g., BMAC) as a member or ensure that **requirements** feed into the EIT governance structure.

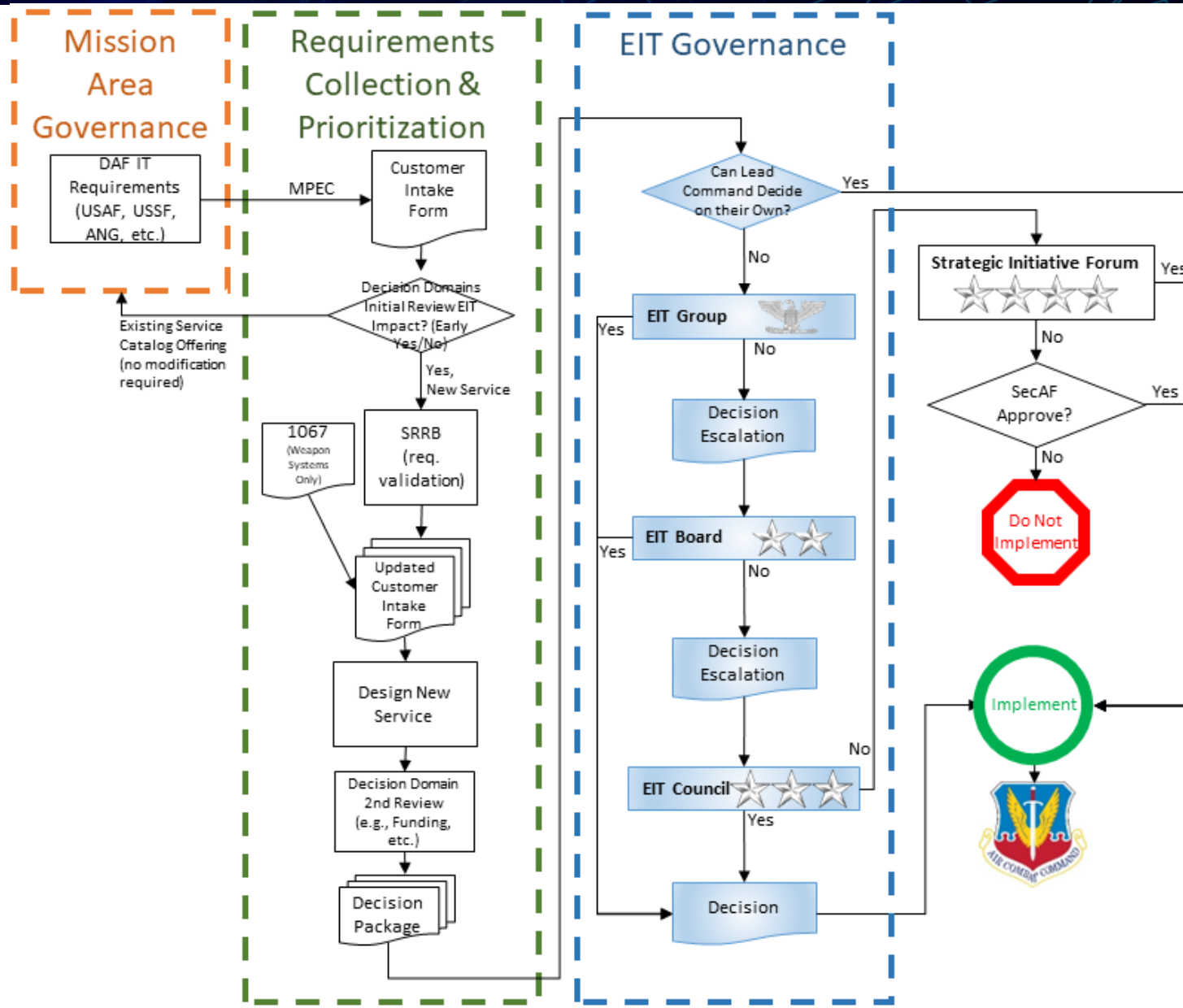
PHASE 4: FLY



- Achieve **full integration of EIT governance** into all aspects of IT decision making.



MS. GOODWINE | EIT GOVERNANCE MODEL & DECISION FLOW





MS. GOODWINE / EIT GOVERNANCE BODIES



Enterprise IT Group

Chaired: SAF/CNSG

Influencers: SAF/FMB, and ACC/A6

Members: Invited member organizations represented by a 06/GS15 with the subject matter expertise on the briefing topic with Influencer and Supporter participation as requested

Cadence: Meets quarterly or as directed by the Chair to meet mission needs

Enterprise IT Board

Chaired: SAF/CNS

Influencers: SAF/FMB, and ACC/A6

Members: Invited member organizations represented by a 1/2-star General Officer or a member of the Senior Executive Service

Cadence: Meets quarterly or as directed by the Chair to meet mission needs

Enterprise IT Council

Chaired: SAF/CN

Influencers: SAF/FM, and ACC/CD

Members: Invited member organizations represented by a 3-star General Officer or a member of the Senior Executive Service

Cadence: Meets bi-annually or as directed by the Chair to meet mission needs



MS. GOODWINE UPDATE | 2022 EIT GOVERNANCE FOCUS



LOE 1: CLOUD

"ACCELERATE CLOUD ADOPTION, FROM THE ENTERPRISE TO THE EDGE"

Evolve cloud capabilities to support agility, resilience, and quality of mission applications.

CAPABILITIES:

- Cloud Computing & Cloud Services
- Hybrid Cloud and On-Prem
- Disconnected Operations
- Software Modernization
- Edge Cloud



LOE 2: CYBERSECURITY

"PROTECT THE ENTERPRISE AND REDUCE ATTACK SURFACES"

Consolidate, secure and automate IT capabilities and services to provide resilient, reliable systems.

CAPABILITIES:

- Security of systems & operational tech
- Sensoring & Real-Time Monitoring
- C-SCRM & Risk Management
- Zero Trust & ICAM



LOE 3: WORKFORCE

"EMBRACE & EMPOWER THE TALENT"

Empower the civilian and military workforce by providing them with the support and resources they need to further their professional knowledge and skills.

CAPABILITIES:

- E-Learning and Digital Resources for all Airmen/Guardians
- DoD Cyber Workforce Framework
- Talent Mgmt Framework
- Digital Career Fields



LOE 4: IT PORTFOLIO MANAGEMENT (PfM)

"DELIBERATE & TRANSPARENT STEWARDSHIP OF IT FUNDING"

Optimized and mission-aligned digital investments providing greater value to the Air/Space Force.

CAPABILITIES:

- Performance & UX Monitoring
- Financial Stewardship & Audit
- Policies and Governance
- IT System Registration



LOE 5: CORE MISSION SERVICES

"DELIVERING PRODUCTIVITY AND MISSION APPS TO THE WARFIGHTER"

Provide warfighters with the digital tools to effectively communicate in any environment.

CAPABILITIES:

- Space-Enabled Communications
- Automation & Real-time metrics
- Productivity & Collaboration
- Connectivity & Transport
- ITSM & Service Desk
- End User Devices



LOE 6: DATA & AI

"HARNESSING THE POWER OF OPEN DATA & MAXIMIZING AUTOMATION"

Leverage data as a strategic asset, through timely access, relevant analysis, and enhance decision-making.

CAPABILITIES:

- Rich platforms for fusion data science
- App integration for decision-making
- Standardized/discoverable APIs
- Secure Data Sources



Questions?

