

# MS 544 Information Technology Management

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## 1.0 Purpose

The purpose of this Manual Section is to describe the management of the information technology (IT) function at the Peace Corps.

## 2.0 Authorities

Peace Corps Act, 22 USC 2501, et seq.; Paperwork Reduction Act of 1995, 44 U.S.C. § 3506, as amended by the Information Technology Management Reform Act of 1996, [44 U.S.C. § 3601](#) [Chapter 36 Management and Promotion of Electronic Government Services](#), [Clinger-Cohen Act of 1996](#), Federal Information Security Management Act of 2002 (FISMA), Public Law 107-347, Title III (44 USC 3541 et. seq.); [OMB Circular A-130 Managing Information as a Strategic Resource](#), [Federal Information Technology Acquisition Reform Act of 2014 \(FITARA\)](#)<sup>1</sup>,

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<sup>1</sup> Those U.S. government agencies covered by the Chief Financial Officers Act of 1990 are required to adhere to FITARA. However, OMB strongly recommends that agencies not so covered, including the Peace Corps, nevertheless be guided by FITARA for purposes of improving their ability to deliver on mission and conduct agency business. Therefore, the Peace Corps follows this OMB recommendation and is guided by FITARA.

[Presidential Memorandum M-18-12 on Implementation of the Modernizing Government Technology \(MGT\) Act of 2017](#), [Office of Management and Budget \(OMB\) Circular A-11 Preparation, Submission, and Execution of the Budget](#), [OMB Memorandum M-15-14 Management and Oversight of Federal Information Technology](#), and OMB IT Budget - Capital Planning Guidance.

### 3.0 Definitions

(a) **Information Technology (IT)** means:

- (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 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.
- (2) IT 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 lifecycle of the equipment or service), and related resources.
- (3) IT not owned, operated by or on behalf of the Peace Corps is beyond the scope of the IT included in these definitions. (*See* OMB Memorandum M-15-14 Management and Oversight of Federal Information Technology).

(b) **IT Resources** include:

- (1) 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 lifecycle of information technology;
- (2) Acquisitions or interagency agreements that include information technology and the services or equipment provided by such acquisitions or interagency agreements; but
- (3) Do not include grants to third parties which establish or support information technology not operated directly by the federal government. (*See* OMB Memorandum M-15-14 Management and Oversight of Federal Information Technology.)

(c) **IT Investment** means an expenditure of information technology resources to address mission delivery and management support. This may include a project or projects for the development, modernization, enhancement, or maintenance of a single information technology asset or group of information technology assets with related functionality, and the subsequent operation of those assets in a production environment. These investments

shall have a defined life cycle with start and end dates, with the end date representing the end of the currently estimated useful life of the investment, consistent with the investment's most current alternatives analysis if applicable. (See OMB Circular A-130 Managing Information as a Strategic Resource.)

- (d) **Network** means information system(s) implemented with a collection of interconnected components. Such components may include routers, hubs, cabling, telecommunications controllers, key distribution centers, and technical control devices. (See NIST SP 800-53 Rev. 5 under Network CNSSI 4009.)
- (e) **Portfolio** means a set of programs, projects or other work grouped together to meet strategic goals and objectives. (See OMB Circular A-11 Preparation, Submission, and Execution of the Budget.)
- (f) **Program** means an ongoing initiative composed of a group of projects and other work managed in a coordinated way to obtain benefits not obtained from managing them individually. (See OMB Circular A-11 Preparation, Submission, and Execution of the Budget.)
- (g) **Project** means a temporary endeavor to create a unique product or service with a start date, a completion date, and a defined scope. (See OMB Circular A-11 Preparation, Submission, and Execution of the Budget.)
- (h) **Information System** means a discrete set of information resources organized for the collection, processing, maintenance, use, sharing, dissemination, or disposition of information. (See FIPS 200 under Information System 44 U.S.C., Sec. 3502.)

## 4.0 Policy

It is the policy of the Peace Corps to provide global IT services and solutions in collaboration with staff, Volunteers, and agency partners under the leadership of the Chief Information Officer (CIO), Office of the Chief Information Officer (OCIO), to permit the Peace Corps to achieve its mission and strategic goals.

## 5.0 Roles and Responsibilities

### 5.1 Chief Information Officer (CIO)

#### 5.1.1 CIO Responsibilities

The CIO is responsible for:

- (a) Providing advice and other assistance to the Peace Corps Director and other senior management personnel to ensure that IT is acquired and information resources are managed in a manner that implements the policies, procedures, and the priorities established by the Peace Corps Director.
- (b) Developing, maintaining, and facilitating the implementation of sound, secure, and integrated enterprise architecture.

- (c) Promoting the effective, efficient, and compliant design and operation of all agency major information resources management processes, including improvements to business processes.

### **5.1.2 CIO Primary Duties**

The CIO's primary duty is information resource management. This includes:

- (a) Monitoring the performance of all Peace Corps IT resources, excluding Class Net.
- (b) Evaluating the performance of IT programs on the basis of the applicable performance measurements, and advising the Peace Corps Director regarding whether to continue, modify, or terminate a program or project.
- (c) Annually, as part of the strategic planning and performance evaluation process required:
  - (1) Assessing the requirements established for Peace Corps personnel regarding knowledge and skill in information resources management and assessing that such requirements are adequate for facilitating the achievement of Peace Corps performance goals for IT resources. Knowledge and skill requirements for personnel include executive Peace Corps positions, management positions, and personnel.
  - (2) Developing strategies and specific plans for hiring, training, and professional development to rectify any deficiency in meeting those requirements as defined in 5.1.2(c)(1) of this policy; and, reporting to the Peace Corps Director on the progress made in improving Peace Corps IT resource management capability.

### **5.1.3 Authorities and Reporting Relationships**

The CIO reports directly to the Peace Corps Director and/or designee, such that the CIO has direct access to the Peace Corps Director regarding all IT resources to include IT programs and systems. The CIO shall:

- (a) Promote the effective, efficient, and secure use of IT to accomplish the Peace Corps' mission, and serve as the primary strategic advisor to the Peace Corps Director concerning the use of IT;
- (b) Play a significant role, including, as appropriate, as lead advisor, in all annual and multiyear planning, programming, budgeting, and execution decisions, as well as in all management, governance, and oversight processes related to IT; and
- (c) Serve as a member of any investment or related board of the agency with purview over IT, or any board responsible for setting agency-wide IT standards.

### **5.1.4 CIO Oversight and Implementation Duties**

The CIO is also responsible for the oversight and implementation of each of the following:

- (a) Improving the management and oversight of IT.

- (b) Ensuring that Peace Corps IT systems are secure, efficient, accessible, and effective, and that such systems enable the agency to accomplish its mission.
- (c) Ensuring IT security standards, practices, and compliance.
- (d) Establishing, implementing, and ensuring compliance with an agency-wide information security program.
- (e) Working closely with an integrated team of senior executives with expertise in IT, security, budgeting, acquisition, law, privacy, and human resources to implement appropriate risk management measures.
- (f) Modernizing IT infrastructure and improving the delivery of digital services.
- (g) Assessing and advising the Peace Corps Director regarding knowledge and skill standards established for agency IT personnel.
- (h) Establishing compliance, knowledge, and skill standards applicable to IT, and ensuring adherence to those standards across Peace Corps IT.
- (i) Developing and implementing IT policy and strategy through the agency's Technology Advisory Board (TAB).
- (j) Approving the IT components of any plans through a process defined by the Peace Corps Director that balances the IT portfolio with other uses of agency funding. This includes CIO involvement with planning for IT resources at all points in their lifecycles, including operations and disposition or migration. (Refer to subsection 4.4, The Technology Advisory Board, of this policy.)
- (k) Defining the development processes, milestones, review gates, and the overall policies for all capital planning, enterprise architecture, and project management and reporting for IT resources.
- (l) Implementing the budget-linked capital planning and performance-based management of IT systems throughout the agency.
- (m) Ensuring the OCIO alignment of the IT portfolio with the agency's strategic plan and goals through a coherent and robust framework of IT strategic plans, practices, and improvement efforts of the architecture reference models.
- (n) Establishing and maintaining a process to regularly evaluate IT resources supporting each strategic objective of the agency.
- (o) Ensuring an effective infrastructure framework, computing operations, and support of the agency's global network, telecommunications, hardware, and applications.
- (p) Providing appropriate software applications with functionality and information integration across the agency.

- (q) Ensuring customers' ability to use IT hardware and software in furtherance of their missions through effective user training and documentation.
- (r) Reviewing all cost estimates of IT related costs and ensuring all acquisition strategies and acquisition plans that include IT apply adequate, incremental development principles.
- (s) Reviewing and approving all contract actions or interagency agreements that contain IT in accordance with processes defined in OCIO's governance process and by the Technology Advisory Board.
- (t) Publishing a catalog of pre-approved and licensed software and technology.
- (u) Developing and implementing a process that allows for unapproved IT acquisition requests to be received, reviewed and authorized or denied.
- (v) Ensuring that authorized acquisitions meet all security, privacy and management requirements in addition to ensuring that adequate licensing and support is available.

## **5.2 Chief Information Officer and Chief Financial Officer Joint Responsibilities**

The CIO and Chief Financial Officer are jointly accountable to the Director for establishing policies and procedures to ensure that:

- (a) Peace Corps accounting, financial, and asset management, and other information systems are designed, developed, maintained, and used effectively to provide financial or program performance data for internal and external reporting;
- (b) Financial and related program performance data of IT expenditures are provided on a reliable, consistent, and timely basis to executive agency financial management systems;
- (c) Financial statements support assessments and revisions of agency mission-related processes and administrative processes, as well as the performance measurement of agency information systems investments; and
- (d) Both offices leverage a strong working relationship to improve management, resource allocation, and oversight of all current and future IT acquisitions (*see* Technology Advisory Board (TAB) Charter).

## **5.3 Chief Information Officer and Chief Human Capital Officer Joint Responsibilities**

The CIO and Chief Human Capital Officer are jointly accountable to the Director for establishing a set of competency requirements for IT staff, including IT leadership positions, and development and maintenance of a current workforce planning process to ensure that the Peace Corps 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 Peace Corps' mission.

#### **5.4 The Technology Advisory Board (TAB)**

The TAB is an agency-wide executive board that governs the agency's IT portfolio management process (*see* TAB Charter). The TAB makes decisions on the agency's IT portfolio by reviewing and evaluating investments and operations and management spending. These decisions are the primary inputs into the IT capital planning and IT portfolio control documents submitted with the agency budget. The TAB will advise the Director through the CIO to ensure that the agency:

- (a) Makes IT portfolio decisions that are consistent with the Peace Corps mission, strategic plan, budget, and enterprise architecture and delegates responsibilities to other agency governance bodies, as appropriate;
- (b) Makes IT portfolio decisions based on congressional mandates, legislation, validated business requirements, and processes in consultation, as appropriate, with the Office of the General Counsel;
- (c) Establishes review schedules and monitors performance and results of the IT portfolio;
- (d) Provides direction on corrective actions for components of the IT portfolio that are not performing in accordance with established cost, schedule, or technical performance parameters;
- (e) Monitors risks associated with the IT portfolio;
- (f) Takes action with respect to identified opportunities to minimize duplicative or overlapping IT across the Peace Corps; and
- (g) Directs the means to analyze, evaluate, and review returns on investment projections associated with the IT portfolio.

#### **6.0 Effective Date**

The effective date of this Manual Section is the date of issuance.