

# Managing the Business of Technology

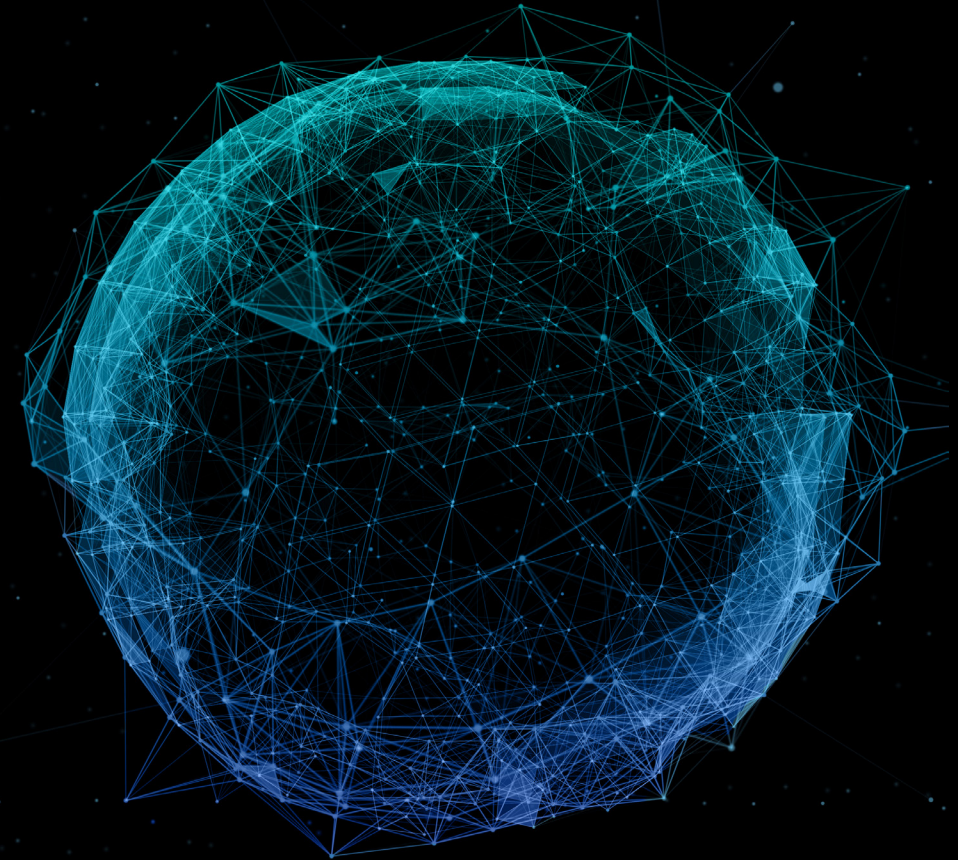
Office of Enterprise Performance  
Management

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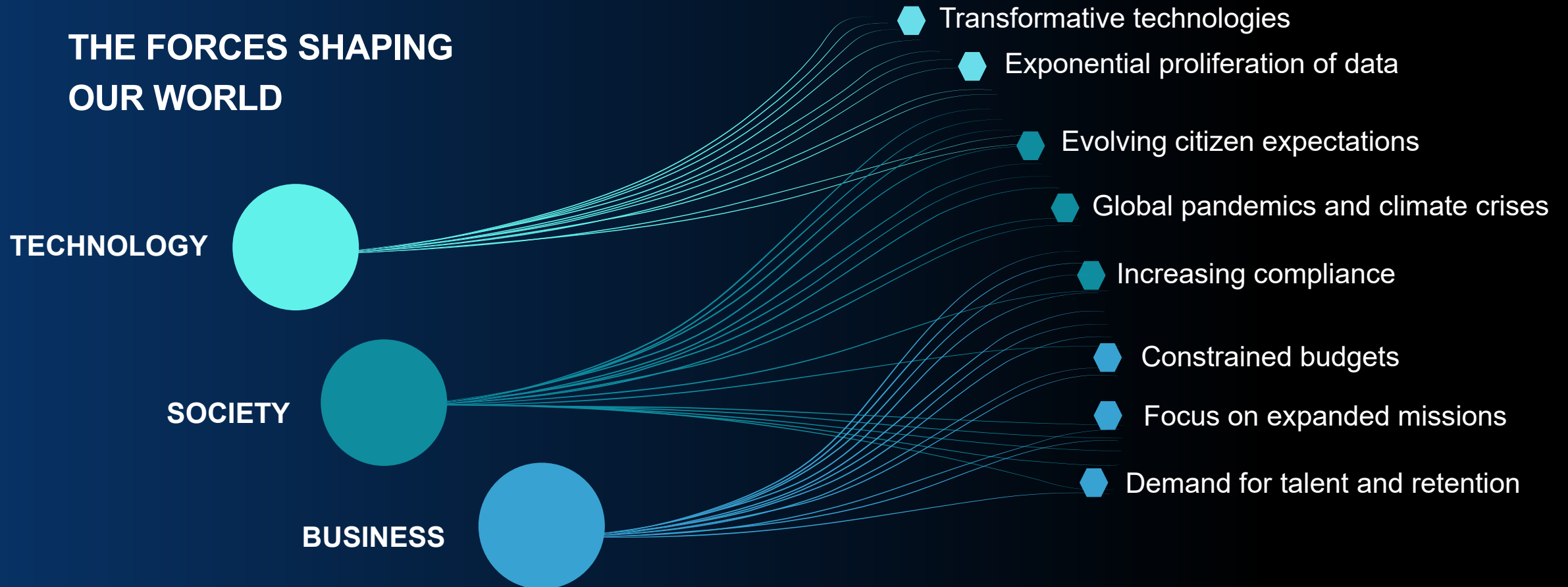
December 2023



# Federal Tech Landscape: Catalyzing Change

Today's government IT leaders face various challenges in positioning their organizations to execute complex missions in the digital world of the 21<sup>st</sup> Century.

## THE FORCES SHAPING OUR WORLD



# Challenges in Our IT Landscape

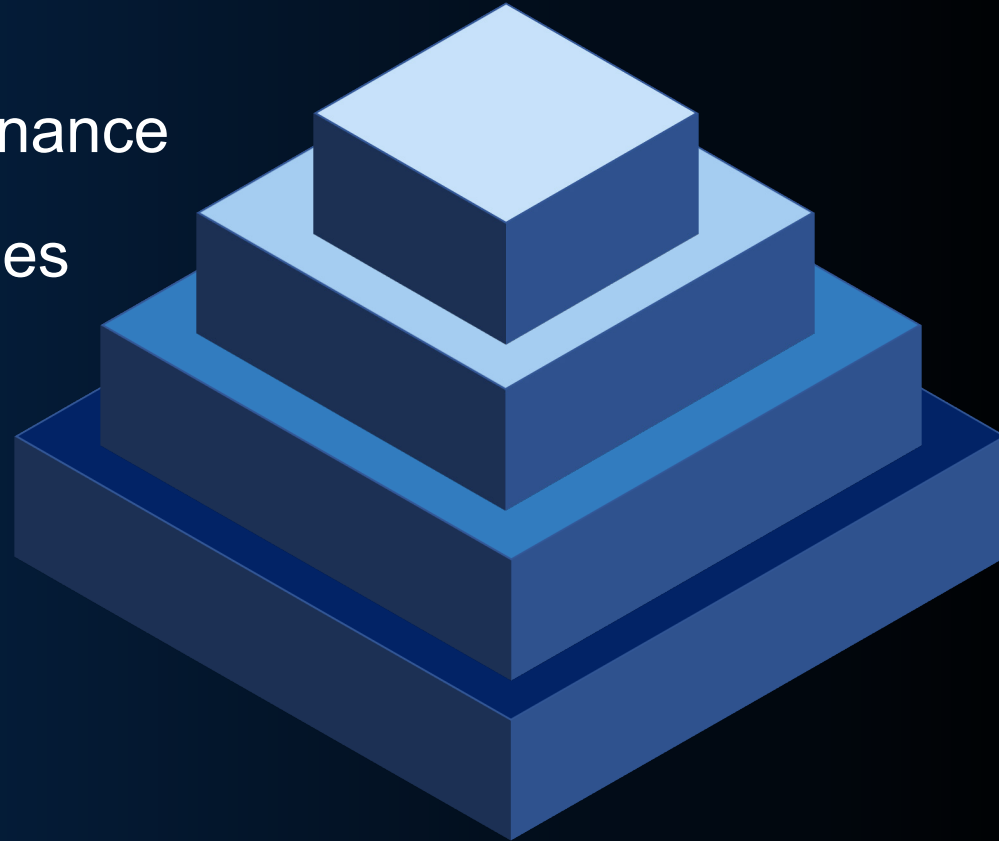
Like so many organizations, a holistic view of spending was difficult to obtain due to inherent operational hurdles.

Decentralized Governance

Evolving public policies

Incomplete Data

Federated Model



The rate of **CHANGE** is forcing the FDA to transform our approach to IT with a

STRATEGY

Powered by

DATA



# Accelerating Digital Transformation

**Maria Shams-Ramsey**



# How FDA is Accelerating Digital Transformation

From 2022-2023, the Office of Digital Transformation conducted an agency-wide assessment of FDA's IT portfolio to align investments with strategic goals, optimize IT costs and advance its modernization agenda.

From the **CIO** perspective

GOVERN

STRATEGIZE

TRANSFORM

From the **enterprise** perspective

ALIGN

OPTIMIZE

INNOVATE

## **ALIGN** IT SPEND BY IMPLEMENTING TBM METHODOLOGIES

Utilize TBM to assess IT costs, align investments with strategic goals, and enable cost optimization and business transformation.

## **OPTIMIZE** IT COSTS, WHILE MODERNIZING TECHNOLOGIES

Analyze investments for optimization by reducing duplication, ending silos, and upgrading legacy tech with sustainable solutions.

## **INNOVATE** IT SYSTEMS AND PROCESSES CONTINUOUSLY LONG-TERM

Continuously refine strategic goals, while promoting innovation and scaling operations for business continuity.



We analyzed nearly  
**\$900M** in IT  
investments across  
**300+** projects.

#### IT ASSESSMENT FINDINGS



**\$94M** common IT needs



**100+** shadow IT projects



**200** medium-high project risks



Re-envision  
approach to IT

Analyze costs, develop  
insights

**To drive change, it was essential to  
assess our IT portfolio across all FDA.**

**Better Insights, Better Decisions**

Successfully evolving **is the difference  
between failing or flourishing** in the digital age.

*Align, Optimize, Innovate* is more than just a mantra; it  
is our key to impactful digital transformation that  
centers around a value-driven framework.





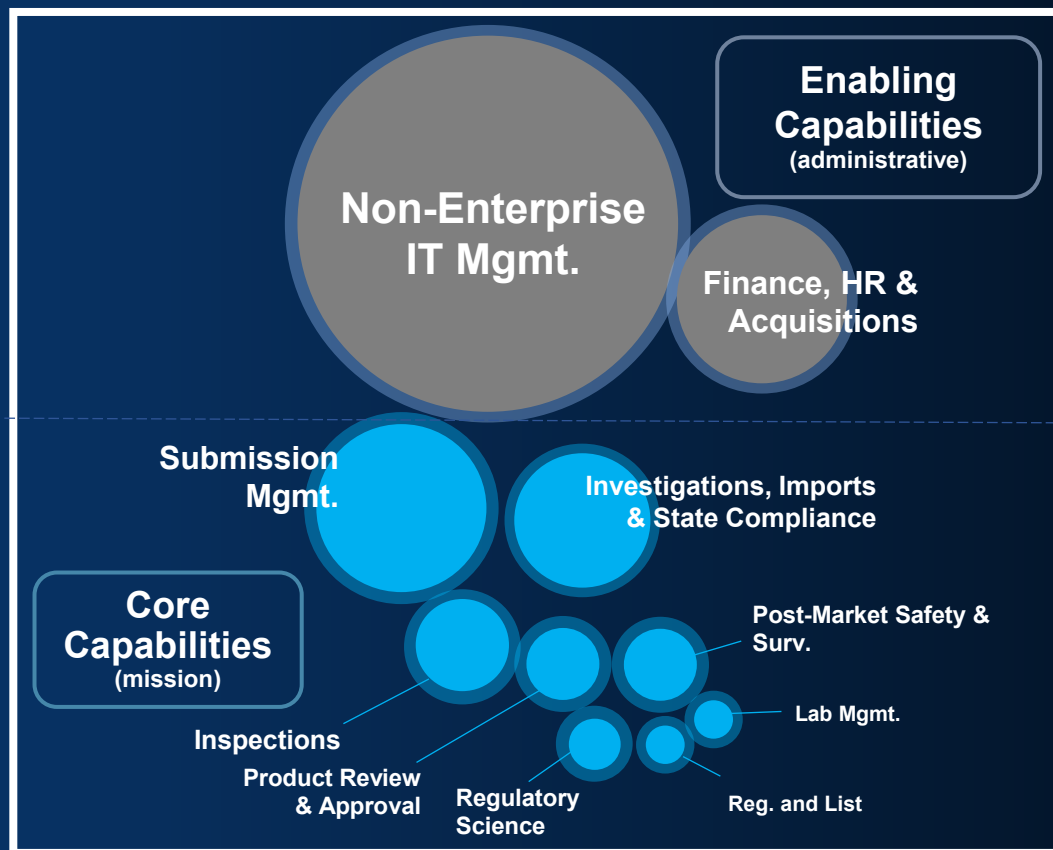
# Empowering Leaders with Data and Insights



A single source of all FDA's IT portfolio data strengthens strategic decision-making capabilities.

OPTIMIZE G&A  INNOVATE MISSION TECH

IT Spend by Business Capability



EVIDENCED-BASED DECISIONS



FASTER PUBLIC HEALTH RESPONSES



# Shaping the Future

ODT will harness the power of information, drive informed decisions, and steer organizations towards sustainable success in an ever-evolving digital landscape.



## Transforming IT Governance

An end-to-end governance model improves decision-making, risk management, and efficiency.



## FDA IT Strategy and Operating Plan

Complementing the IT Strategy, the IT Operating Plan offers tactical guidance for governance and execution.



## Data and Technology Management Strategy

Strong alignment between tech initiatives and Agency goals enhances efficiency and business outcomes.



## TBM Center of Excellence

Promote TBM framework adoption and centralize portfolio data.



# Technology Business Management Center of Excellence (TBM CoE)

General Lee



# Building the TBM CoE

A Driver for Transformation

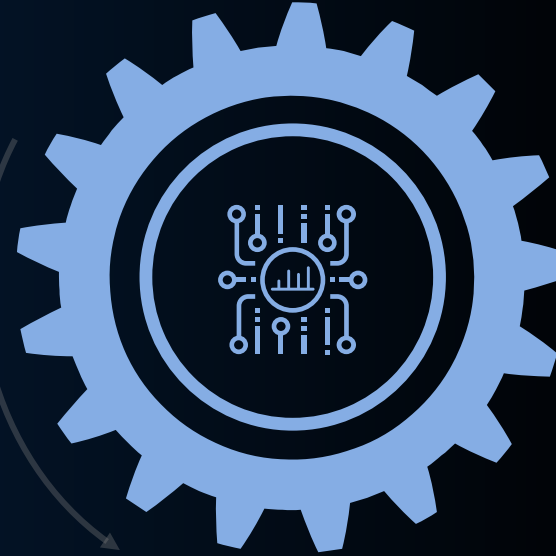


## Enterprise TBM Adoption

Implement TBM framework across all Centers to bridge the gap between IT and Finance.

## Enhanced IT Governance

Improve value-driven outcomes through robust controls and a centralized single source of truth.

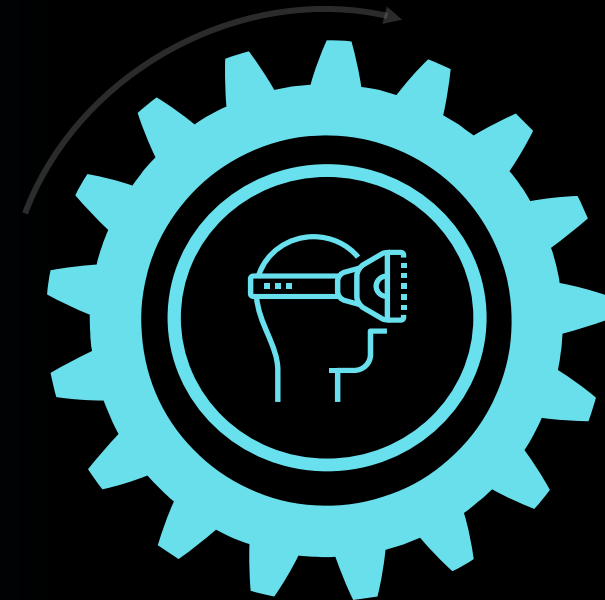


## Integrated Portfolio Evaluations

Align TBM with financial processes to advance Agency goals and facilitate continuous strategic analysis.

## Business Insights

Utilize metrics to assess strategic alignment to analyze trends for improved efficiency.

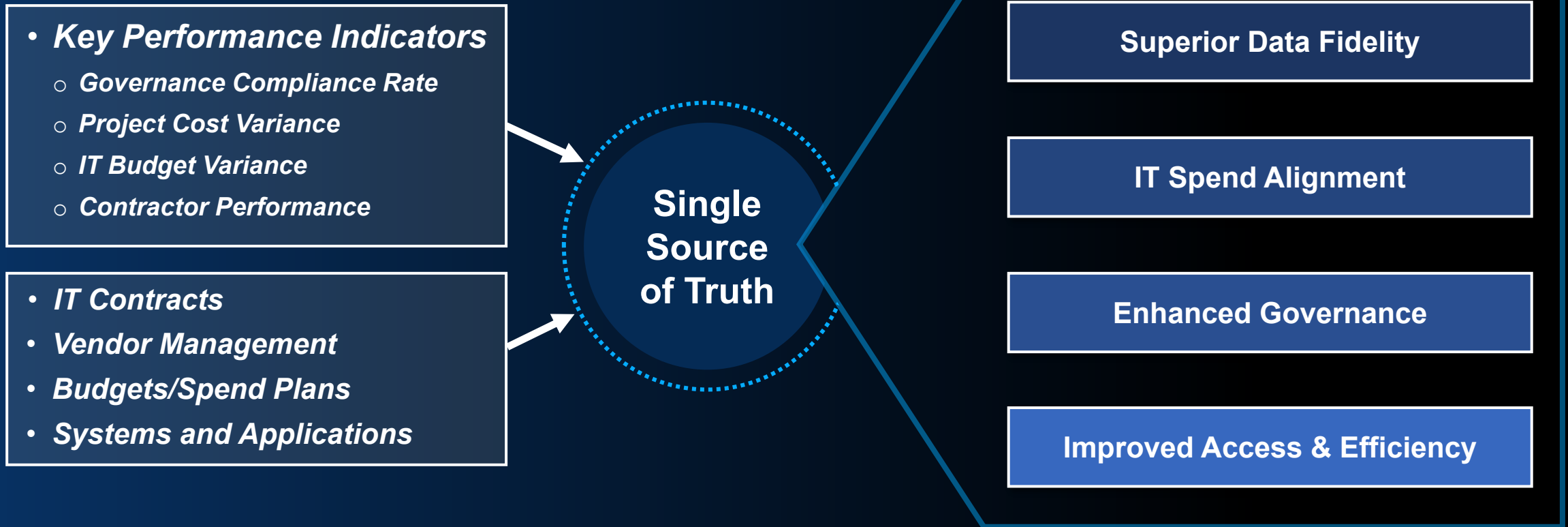


# Developing a Single Source of Truth

Improving Access and Fidelity of Enterprise Data

## Disparate Data and Technology

## Impacts and Outcomes



# TECHNOLOGY BUSINESS MGMT



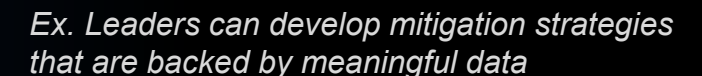
- Ex. Identifies costs related to EoL*

# BUSINESS CAPABILITY MODEL



- Ex. Identifies critical systems that rely on aging technology*

## RISK MITIGATION





As the FDA looks at the road ahead, we are confident that our framework will help optimize mission delivery for our Centers and Offices.

