



Industry Advisory Council
Transition Study Group

**IAC Transition Study:
Actions and Ideas to Drive
Performance Breakthroughs**

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In February 2008, the Industry Advisory Council (IAC) launched a project to provide insights to the Administration that would take office in January 2009. The insights include strategies, proven approaches, and leading practices from the knowledge base of the technology companies serving the Federal Government. The objective of this initiative is to compel action by providing high quality, insightful papers, briefings and discussion opportunities for administration officials, career government executives and IAC members during and after the transition. IAC's Transition Study promotes ideas and actions that result in government performance breakthroughs.

The result of this 16 month initiative is the set of 11 transition papers which follow. The project and papers focus on key policy areas where technology can be instrumental in driving significantly better results. Owing to IAC's reputation for quality and collaboration, as well as the Study's focus on effective use of technology in key policy areas, the Transition Study was the first industry association group asked to brief the incoming Administration Transition Team. Early outreach also included panel discussions for IAC members and government officials.

Two capstone papers address the strategic use of information technology (IT) to improve government operations, as well as to accrue greater benefit to the US economy. Another key paper explains the use of an IT analytic tool, Enterprise Architecture, to support the incoming Administration's focus on finding efficiencies and aligning budget decisions with performance. The remaining eight papers address seven specific major policy areas that can be driven to breakthrough performance (acquisition, financial institution regulatory reform, homeland protection, environment, healthcare, and government management) and four cross-cutting, high-impact IT issues (information security and privacy, cross-agency information sharing and collaboration, motivating and managing innovation in government, and the role of IT in a transparent, citizen-centric government).

Why is this important? The Federal Government spends over \$100 billion annually on IT products and services to support its missions and programs. It is by far the world's largest buyer of IT. Every Government organization uses information technology to deliver services to citizens and perform government functions – from health care to national defense. The Federal Government's investment represents approximately 10 percent of the U.S. information technology marketplace and translates into employment for one million technology workers. The Government's ability to use these technologies effectively and efficiently directly affects its ability to function and has a direct impact upon the nation's economic health. Government investments in IT can no longer be viewed and managed as an administrative activity – they must be managed as a critical organizational and national asset.

The IAC Transition Study presents 11 point-of-view papers on new ways of leveraging IT and leading practices to realize new levels of performance and attain essential mission objectives. The new Administration is confronted with an extraordinary number of critical policy issues that

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directly affect the lives of U.S. citizens and the health of our democracy - from homeland security to financial system reform to healthcare. Information Technology is an essential component of solutions to these issues. The concrete ideas and recommendations presented in these papers have been provided by industry thought leaders representing over 60 member companies. The recommendations in the papers provide a means to accelerate performance through effective application of technology.

The papers in this study are a result of dialogue among industry thought leaders. The key insights include areas of marketplace innovation that benefit government, as well as ways to improve governments' ability to successfully take advantage of marketplace innovation. The forum will change but the process of driving continual improvement in Government will continue. As members of the Federal IT community, we encourage you to participate in this dialogue.

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