

# ROADMAP

## to Succeed in the Open

For the National Geospatial-Intelligence  
Agency's Human Development Directorate



AUGUST 2017

## HOW TO USE THIS ROADMAP

This roadmap provides the National Geospatial-Intelligence Agency (NGA)'s Human Development Directorate (HD) leaders a plan for succeeding in the open. This is a living document, intended to evolve as NGA's needs change and new information is discovered. Throughout this project, the HD and RAND team engaged in dialogues about what "succeeding in the open" means. For this roadmap, it refers to the ability of NGA employees to work anywhere in the world, while having access to the HD information, resources, and functions they need to do their jobs.

This roadmap provides recommendations for NGA HD, and those recommendations are presented based on which should happen sequentially rather than concurrently. The recommendations generally do not include timeframes, because it will be up to NGA to decide how many resources to allocate to each activity or how quickly to act in each area. We do provide timeframes for recurring tasks that we recommend NGA conducts quarterly or monthly.

Throughout this roadmap, we use the following legend to describe the types of actions included in each step:

 **Technology** These actions include the need for new technology or the need to modify existing technology.

 **Legal** These actions include a consideration on how to make the recommended changes in the construct of existing laws.

 **Security** These actions include security concerns that must be addressed.

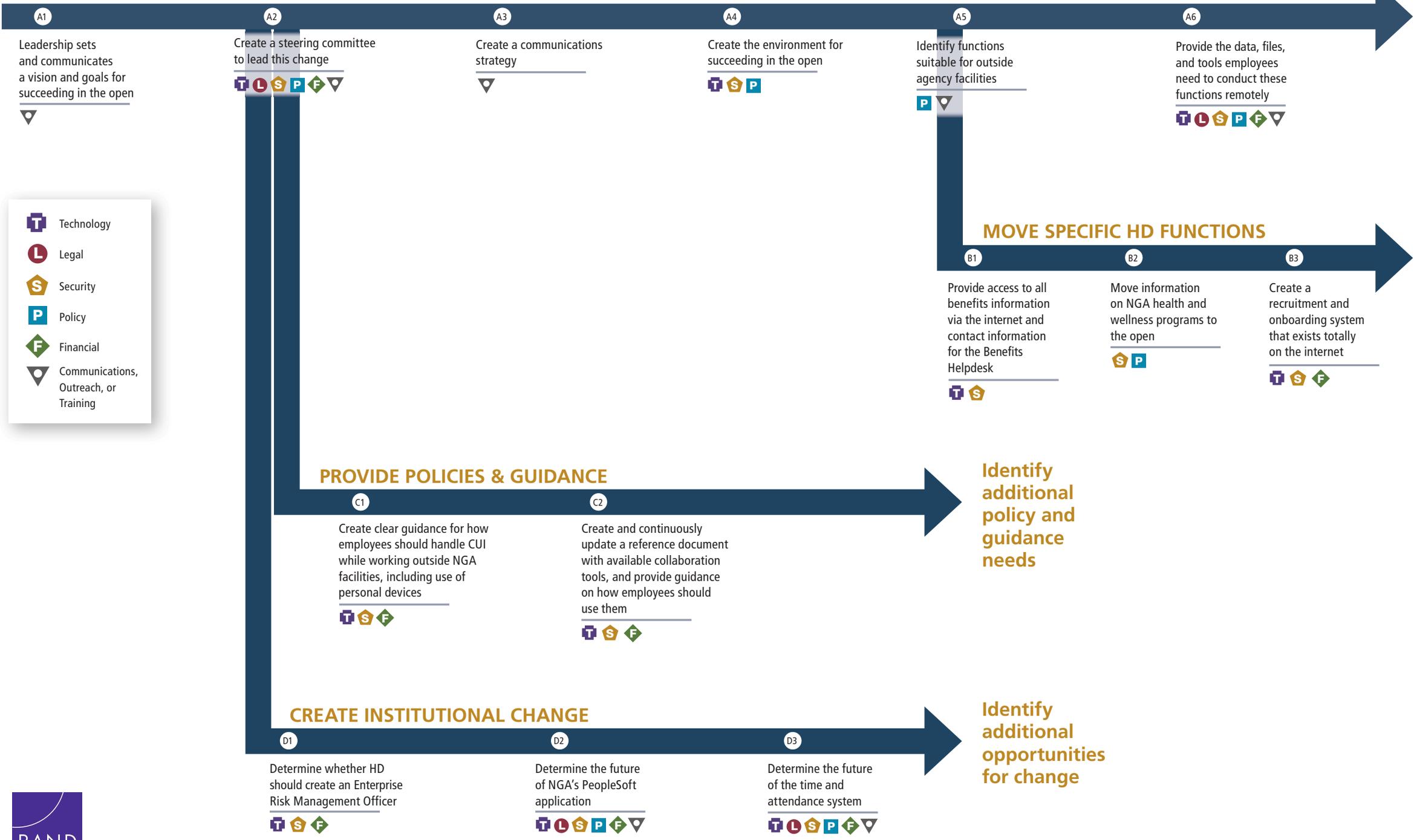
 **Policy** These actions include changing policies, creating new policies, or deconflicting NGA policies.

 **Financial** These actions include the need for new financial investments, and they may require cost estimates or provide opportunities for cost savings.

 **Communications, Outreach, or Training** These actions include the need to inform NGA employees on changes, through communication mechanisms, active outreach, or the development or implementation of training.

BEGIN

Continue to Manager/Employee roadmap



- T** Technology
- L** Legal
- S** Security
- P** Policy
- F** Financial
- ▾** Communications, Outreach, or Training



## Leadership sets and communicates the vision and goals for succeeding in the open

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### Vision and goals should include:

- One-sentence explanation of what “succeeding in the open” means.
- A description of the end state, including who is involved and which missions are expected to occur in the open.
- What strategic changes are involved and what risks NGA is willing to take on for this change.
- Measurable goals (such as x% of billets will not have an assigned work location by the year 20xx).

### In all-hands emails, at town halls, and in NGA Today, HD should disseminate the vision and goals, which should:

- Explain who are key HD officers with responsibility for this effort.
- Provide a timeline of upcoming activities and anticipated milestones to set expectations.
- Communicate progress and hurdles at regular intervals, such as quarterly.

## Create a steering committee to lead this change

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**Create a steering committee of senior officials who have decision-making authority and meet monthly. The role of the steering committee is to evaluate options, collaborate across stovepipes, direct resources (both people and funding), and implement changes. The committee:**

- Should include people from across HD offices and partners in other key components, such as CIO-T and SI, who have decision authority.
- Is held accountable for implementing change and is responsible for every step of this roadmap.
- Needs a charter, mission statement, and end goal.
- Should report progress to all HD employees monthly and across the agency quarterly.

## Create a communications strategy

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**The steering committee should select a person to be responsible for communicating progress on succeeding in the open. That person should:**

- Create a plan for monthly, quarterly, and annual updates to the workforce, including the type of information that will be communicated and the unclassified forums that will be used.
- Decide how different communication mechanisms will be used, including the public website ([www.nga.mil](http://www.nga.mil)) and the unclassified intranet site.
- Provide monthly (or more-frequent) progress updates in NGA Today to communicate all new accomplishments, new policies, new technology capabilities, and progress to the entire workforce.
- Share lessons learned from other federal agencies.
- Have KC leaders include in their all-hands discussions how their KC is transitioning to succeed in the open.
- Include Office of Congressional Affairs in the communications strategy.

## Create the environment for succeeding in the open

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**The steering committee should take immediate actions that set the environment for succeeding in the open and enable some employees to begin working in the open immediately.**

- Encourage managers to engage their teams to identify functions that employees should be able to do off-site.
- Provide all employees with remote log-on access and information on how to use it.
- Use senior leaders in a corporate communications campaign encouraging participation.
- Provide employees access to a data transfer officer (DTO).
- Offer telework training to employees and managers, and determine who is required to take it.

## Identify functions suitable for outside agency facilities

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### The steering committee sets guidelines for the missions or functions that should occur off-site

- Identify roles or offices eligible to move now or in the future (Items B1–B3 begin this process).
  
- Develop a plan for which positions move immediately, at a future date, or as employees turn over.
  
- For roles not capable of moving in the current environment, identify the technology, policies, or other hurdles that would need to change.

## Provide the data, files, and tools employees need to conduct these functions remotely

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- Identify the data, files, and tools employees will need.
- Determine which are available now or could easily be made available.
- Decide where to host data (NIPRnet, SBUnet, www.nga.mil, or another location) and whether developer resources are needed (i.e. SharePoint development). If developer resources are needed, conduct a cost estimate.
- Assign responsibility for moving these resources to the open and updating and maintaining these data, files, and tools at least quarterly.
- Determine what, if any, investments or decisions are needed to provide the remaining data and tools and decide on a plan to move them to the open.

## **Provide access to all benefits information via the internet and contact information for the Benefits Helpdesk**

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- Provide information about all of NGA's benefits on the internet, or link to where the information may be available on OPM's website, for recruits and employees' families.
  
- On the NGA website, provide contact information for the Benefits Helpdesk.

## Move information on NGA health and wellness programs to the open

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- Benchmark organizations that have successful health and wellness programs.
- Provide information about health and wellness programs and how to access the programs to employees and their families via the internet.
- Inform employees about how their personal information will be secure.

## Create a recruitment and onboarding system that exists totally on the internet

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- Create the requirements for a new online recruitment and onboarding portal.
- Create job announcements without jargon to help candidates understand the position they are applying for.
- Determine which forms must be available in the portal and design the process for how applicants' responses to forms will be captured.

## **Create clear guidance for how employees should handle controlled unclassified information (CUI) while working outside NGA facilities, including use of personal devices**

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**Create a policy document, memorandum, and/or training that informs employees and communicates:**

- How to handle different types of CUI, including PII and competition sensitive proprietary information, by explaining what types of information must be encrypted or digitally signed.
- How handling differs on a government-issued device versus a personally owned device.
- How employees should store and handle printed information when outside government facilities.
- Rules for bringing devices with CUI information on travel outside the United States.

## Create and continuously update a reference document with available collaboration tools, and provide guidance on how employees should use them

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- List all tools currently available on NGA's SBUnet system, including tools owned, hosted, and licensed by NGA and tools made available to NGA employees through DOD or other U.S. government agencies.
- List all commercial tools that employees are approved to use, with any rules on how employees should use the tools, if needed.
- Assign responsibility for keeping the list updated, and provide quarterly updates as new tools become available and capabilities change.
- Inform all employees where to find this list on SBUnet and where the updated versions will be maintained.

## Determine whether HD should create an Enterprise Risk Management Officer (ERMO)

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- Determine what statutes, regulations, and authorities would impact an NGA ERMO's mission.
- Assess the possible mission, role, responsibilities, and requirements for an ERMO.
- Identify specific topics an ERMO may address and the benefit of such a position.
- Estimate any costs or resources needed to establish an ERMO.
- Examine lessons learned from other government agencies.

## Determine the future of NGA's PeopleSoft application

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### Assess the benefits and risks of moving NGA's personnel management system to an unclassified network

- Create an inventory of the functions in PeopleSoft and determine which of these functions employees need while working in the open.
- For the functions identified as needed in the open, use NGA's new Security Classification Guide to determine what data or compilation of data in PeopleSoft is classified, unclassified, and CUI.
- Determine which of these functions could be moved to an unclassified system and what level of security protection would be needed on such a system.
- Develop requirements for these new systems.
- Research COTS tools that may provide these functions.
- Create cost estimates for implementing these capabilities.

## Determine the future of the time and attendance system

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### Assess the benefits and risks of moving NGA's time and attendance system to an unclassified network

- Use NGA's new Security Classification Guide to determine what data or compilation of data in the time and attendance system is classified, unclassified, and CUI.
- Determine how to create a time and attendance system on the unclassified system and what level of security protection would be needed.
- Research other government tools for lessons learned.
- Develop requirements for this new system.

## Abbreviations

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CIO-T	Chief Information Officer-Information Technology Services
COTS	commercial off the shelf
CUI	controlled unclassified information
DOD	U.S. Department of Defense
ERMO	Enterprise Risk Management Officer
HD	Human Development Directorate
KC	key component
NGA	National Geospatial-Intelligence Agency
OPM	Office of Personnel Management
PII	personally identifiable information
SI	Security and Installations
SBU	sensitive but unclassified



TECHNOLOGY



LEGAL



SECURITY



POLICY



FINANCIAL



COMMUNICATIONS

A1



A2



A3



A4



A5



A6



B1



B2



B3



C1



C2



D1



D2



D3



From main  
roadmap

### ACTIONS FOR MANAGERS

E1

Identify specific job functions that can be conducted off-site

E2

Complete telework training and create own telework agreement

E3

Decide which positions are suitable for part-time or full-time work off-site

E4

Meet with employees to discuss suitability for remote work and create a work plan

E5

Provide employees with information, data, and tools they need to work off-site

E6

Establish a communications and collaboration plan across the entire team

E7

Check in regularly with employees on progress, effectiveness, and feedback

F1

Consider whether your job is suitable for remote work and whether you desire the flexibility

F2

Discuss telework with your supervisor and create a telework agreement

F3

Identify specific information, data, and tools needed to work off-site

F4

Create a telework agreement, if appropriate

F5

Use agency collaboration tools (like Jabber) to stay linked to your team when working remotely; check in frequently

F6

Discuss any hurdles or concerns with your supervisor

Provide feedback and recommendations to the agency steering committee

### ACTIONS FOR EMPLOYEES



## **How We Made This Roadmap**

In 2016, RAND conducted more than 40 interviews with leaders across NGA for the purposes of understanding which NGA missions and functions are well suited to be conducted in the open and revealing barriers that may exist to achieving this change. We reviewed available research on telework and other types of remote work, and we analyzed data available from other government agencies whose employees work off-site.

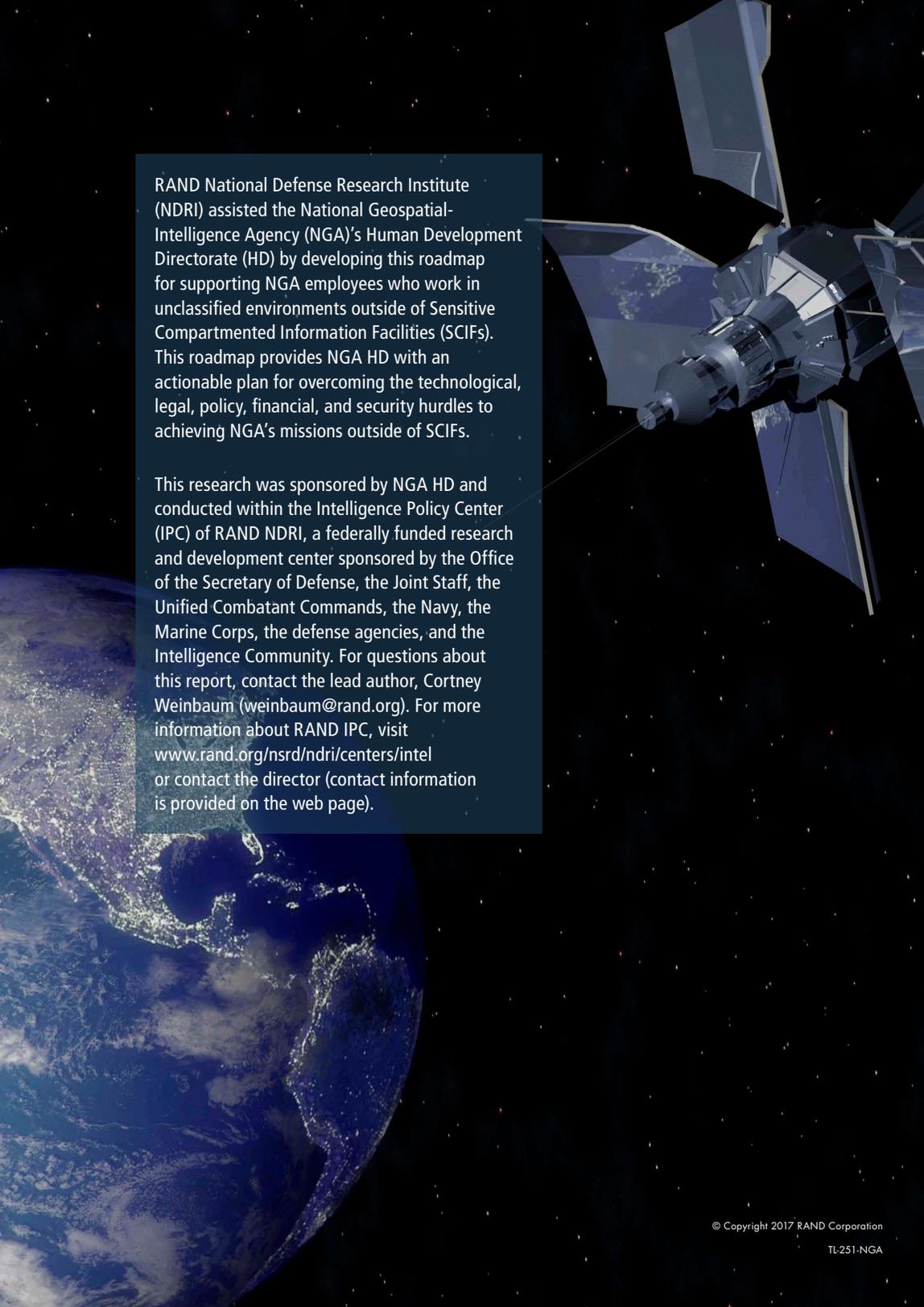
After we presented our findings to HD, HD created a working group in 2017 to begin to address several of the cross-discipline challenges we revealed. The working group identified specific hurdles to Succeeding in the Open and began to discuss options to tackle each hurdle. RAND collaborated with the working group to identify actions NGA could take to begin this transformation. This roadmap is the result of our research, analysis, and collaboration with the working group. To view this roadmap online, visit [www.rand.org/pubs/tools/TL251.html](http://www.rand.org/pubs/tools/TL251.html).

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Cover image: Chad Baker/GettyImages

A satellite with large solar panels is shown in space, with a view of Earth from the bottom left. The satellite is a complex structure with various instruments and antennas. The Earth shows city lights and cloud cover. The background is a dark field of stars.

RAND National Defense Research Institute (NDRI) assisted the National Geospatial-Intelligence Agency (NGA)'s Human Development Directorate (HD) by developing this roadmap for supporting NGA employees who work in unclassified environments outside of Sensitive Compartmented Information Facilities (SCIFs). This roadmap provides NGA HD with an actionable plan for overcoming the technological, legal, policy, financial, and security hurdles to achieving NGA's missions outside of SCIFs.

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