EXIM Information Technology Strategic Plan

FY23 – FY26

Reducing Risk. Unleashing Opportunity.

September 23, 2022

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Message from the CIO

I am pleased to present the Export-Import Bank of the Unites States' (EXIM or the Bank) Strategic Plan for Information Technology (IT) for Fiscal Years (FY) 2023 thru FY26. It reflects our vision for information management and the plan for modernizing IT to equip EXIM to better serve American interests. The goals and strategies set forth in this document will help execute the mission by advancing, optimizing, and protecting EXIMs capabilities.

Over the past three years, a series of transformative events have significantly accelerated a number of trends at the intersection of technology, business, and society. Of particular relevance to EXIM is the increasing reliance on information technology in all aspects of the mission. The simple act of a 'meeting' today often involves technology as participants cannot be assumed to all be co-located. The ability to support flexible work arrangements when circumstances require it has become increasingly important. The expectations of our customers, staff, and stakeholders for full electronic, easy, low friction interaction with EXIM are rapidly accelerated. Given the increased reliance on technology and the inability to operate in its absence, resiliency and security of systems is also a key theme accelerated by the events of the last three years.

Where we go from a technological perspective also needs to be seen in the context of four more years before the agency's reauthorization after five years of having lost its authorization to do new business. The seven-year re-authorization of EXIM in 2019 was quickly interrupted by the pandemic and an immediate focus on asset management and protecting the Bank's portfolio through workout and restructuring activity. However, little new credit was extended and originations since re-authorization have stayed well below historical norms resulting in a loss of profitability for the last several years. For the mission to be accomplished, EXIM must get fully back into business and start-closing and funding deals. There is a clear organizational imperative to build our pipeline and close transactions within our mandate. IT needs to play its part in getting back to a relevant EXIM.

This Strategic Plan provides specific areas EXIM will focus on throughout the Bank to better meet customer needs, enable innovation in technology, manage risk, and reduce costs by moving to new models of service delivery. Over the next few years, we will focus on the key objectives outlined in this document to achieve mission and operational excellence.

Notwithstanding the planned technical developments in our IT strategy, the most critical component of our success in carrying out our Strategic Plan will be our people. Interestingly, in this version of the strategic plan, our focus is not only on the capabilities of our OCIO staff and how we must evolve, but a broader discussion of the technology literacy and expectations of all staff at the Bank to operate and collaborate effectively in this new world.

As we collectively implement this Strategy, the role of business divisions – our primary mission partners – is especially critical to our overall success. One of the greatest challenges for effective IT is not only our stakeholder participation and advocacy for their interests, but a 'pulling back of the aperture' and ensuring an EXIM-wide deliberation and consensus on our priorities – a transparent, reasoned, IT strategic plan and approach to operationalization that follows an EXIM-wide strategy of what we need to do collectively as an agency that is transparent and has clear priorities.

We are very excited this year to offer our plan in this context of renewed and strengthened strategic planning at the agency level.   In collaboration with our colleagues, we believe the objectives outlined in this document will help to resolve some of our greatest challenges and enable a renewed and empowered EXIM

Finally, I am grateful to the talented professionals working to achieve these goals and outcomes. EXIM's IT professionals' continued dedication and perseverance is our strongest tool to transform this vision into reality and deliver best-in-class IT services.

Howard Spira

Senior Vice President

Chief Information Officer

EXIM Overview

The Export-Import Bank of the United States (EXIM) is an independent executive agency and a wholly owned U.S. government corporation. EXIM is the official export credit agency of the United States. Its mission is to support U.S. exports by providing export financing through its loan, guarantee and insurance programs in cases where the private sector is unable or unwilling to provide financing, or when such support is necessary to level the playing field due to financing provided by foreign governments to their exporters that are in competition for export sales with U.S. exporters. By facilitating the financing of U.S. exports, EXIM helps companies create and maintain U.S. jobs. The Bank has provided financing support for export sales in over 150 markets throughout the world. The Bank's charter requires reasonable assurance of repayment for the transactions it authorizes, and the Bank closely monitors credit and other risks in its portfolio.

In the last eighty years, the Bank has supported billions of dollars in U.S. exports, primarily to developing markets worldwide. The Bank offers four primary financial products, direct loans, Loan-guarantees, Working capital-guarantees, and Export credit insurance. EXIM Bank is an executive branch agency and most of the agency staff are at an executive or professional level.

EXIM Strategic Goals for FY22-26

EXIM is now entering year four of the reconstitution of EXIM's Board quorum in FY19 and the seven-year reauthorization of EXIM. In FY22 with the new administration EXIM's strategic plan was updated. The four goals in the EXIM Strategic Plan FY22-26 are:

> **Goal One** - Support American prosperity through a strong, diverse portfolio.

> **Goal Two** - Foster American competitiveness through modern, sound policies and initiatives.

> **Goal Three** - Create a diverse, dynamic work environment where our teams thrive.

> **Goal Four** - Promote the integrity and transparency of our operations and processes.

CMO Strategic Goals for FY23-26

In addition to recognizing EXIM's strategic goals, the office of the Chief Information Officer exists within the context of the Chief Management Officer's organization which is comprised of the major service and support functions of the Bank.

The Office of the CMO has identified four high level Goals:

> 1) Promote good governance by instituting improved policies and processes

> 2) Cultivate a high-performance workforce that garners measurable results

> 3) Provide excellent customer services consistent with agency core values

> 4) Improve Communication

In addition to these high level CMO Goals, CMO has identified the following key subjects by Goal:

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4) Improve Internal Communication

Finally, OCMO has also committed to developing culture to advance the future of work. The touchstone of this culture is:

- Set Office/Division Goals that align with strategic goals, mandates, and priorities.
- Use SWOT to identify areas of improvement.
- Identify key activities, initiatives, projects, or tasks to accomplish the goals.
- Establish measurable outcomes/results.
- Engage business stakeholders throughout the project life cycle to ensure it meets the agency's needs.
- Be proactive and creative when solving problems.
- Be flexible to adapt to a rapidly changing environment.
- Promote organizational change management and internal controls throughout your division including planning, managing, and implementation.
- Leverage data-driven decision-making governance and platform.
- Collaborate and communicate products and services life cycle effectively and efficiently.

EXIM IT Overview

The Office of the CIO, also referred to as Office of Information Management and Technology (OIMT), provides overall governance, oversight, and many of the operational capabilities related to the use of information technology at the Bank.

All information technology capabilities connected to the bank and holding bank information fall within the governance and oversight umbrella of IT. IT also provides broad operational capabilities including the IT infrastructure environment, end-user computing, business applications, reporting and data management, consulting, project management, design, development, quality assurance, testing, training, and support, cyber security and planning, governance, and administration for EXIM Bank IT systems. These include both on-site systems, inter-agency-provided-capabilities and commercial capabilities deployed on premise or in the Cloud.

IT Values

At the heart of EXIM IT execution are the values that all IT staff, Federal and contract, live up to and exhibit every day:

- Excellence: We each come to EXIM with a craft, and we desire to excel.
- Integrity: We are honest and forthright in our dealings, and work with the Bank's best interests as our guide.
- Commitment: Even when it is difficult, we honor our word, we are reliable, and our colleagues and customers trust us.
- Collaboration: We are inclusive in how we approach problems, we are active listeners, and we work together as effective members of teams.
- Colleague and Customer Focused: We are thoughtful, client-centered, and professional. We build relationships with our colleagues and stakeholders.
- Respect: Our team fosters a culture of respect and trust so that people can feel safe in raising concerns, alternatives, and options.

Strategic Perspectives, Challenges, Opportunities and Directions:

EXIM's IT strategy is significantly impacted by trends in the broader technology and society space which constrains and influences our choices, create pressures that we need to respond to, and create opportunities to capitalize on.

This section highlights these themes, and the challenges and opportunities they present to EXIM IT. More Importantly, this section articulates in many of these areas, our strategic view regarding how EXIM OCIO will position the agency:

Investment Focus, Budget Constraints – With rising costs, multiplying priorities, and flat budgets, we must make disciplined decisions to manage through the challenges ahead. We must ensure that choices properly incorporate the full life-cycle costs of the selected capability and simplify the portfolio. EXIM IT will have the following preferences: 1) *we will rack and stack investment choices for alignment and contribution to our mission* and maximize funding aligned with that contribution. 2) When we have choices, we will *focus on 'best of suite' and not the best individual product*. The ability to ensure integration and other forms of overhead associated with technology (e.g., procurements, security reviews, troubleshooting) are more manageable the less vendors/product combinations we must manage. 3) *IT will continue to require full costing as part of its review process and clear confirmation from OCFO that the funding for the full life cycle is available before startin*g. 4) Finally, IT will continue to *aggressively review the existing portfolio for opportunities to identify and remove non-aligned or redundant services*.

IT Talent – IT must *continuously identify opportunities to improve our structure, organization, and talent cultivation processes* to be effective in the current highly competitive and dynamic environment. Organizations, the world over, are facing challenges of intense competition for qualified IT talent. EXIM faces significant "key person" risk, with several essential positions remaining unfilled for a year or more. Against the backdrop of fierce competition for IT talent, navigating the Federal hiring process and retaining qualified staff over the last two years has been particularly challenging. *EXIM IT Leadership and staff must focus on filling open positions with well-vetted and qualified candidates.* Though particularly acute in the cybersecurity and engineering disciplines, all of IT has been impacted by the

compounding challenges of talent supply-demand imbalances and many of the unique challenges of the federal hiring processes.

Being a Learning Machine   Many of the trends such as cloud, virtualization, 'as-a-service,' resiliency have changed the skills mix and types of activities that staff need to perform.   With respect to direction, the OCIO and its staff must commit to the following: a ***core tenant of OCIO team membership must be a constant requirement to upgrade skills that need to be part of the DNA of every member of the staff. Staff have primary responsibility for continuously learning and upgrading their skills.*** Supervisors have accountability for driving this learning and growing culture.

Customer Expectations: EXIM's technology users' bar for 'great technology' is not just influenced by traditional competitors or peer institutions, but also by staff and customers' personal interactions with technology outside of business-to-business interactions such as on-line shopping, collaboration, communications, and other services used in their private lives. By default, customers expect that interacting with EXIM technology should be just as easy, smooth and responsive as these other interactions. ***It is EXIM's goal to make working with our technology as smooth and easy*** using these outside reference points as our guide.

Relationship with Staff, Equipment and Service: EXIM IT is committed to supporting hybrid work. In order for EXIM to successfully implement hybrid and work-from home models, EXIM must 1) **cultivate and expect the minimum level of technology literacy required to leverage new IT technology flexibilities,** and 2) reserve scarce IT talent and resources to focus on the most impactful agency priorities and mandates.   ***EXIM staff should expect that they will need to take primary responsibility for understanding how to use commodity computing technology capabilities*** and provision and maintenance of devices and services they use from home offices to access EXIM work services.

Cyber Security and Resiliency: Bad things can happen and will happen; ***EXIM must focus not only on prevention but also the ability to recover.*** Resiliency is not only a technological issue but a broader business issue involving people and processes.   The March 2021 Executive Order on improving the nation's cybersecurity, focuses on this broader notion of resiliency and significantly raises the bar on what is expected with respect to the reliability of the nation's information technology infrastructure. ***EXIM OCIO will make a concerted effort to achieve the principles of Zero trust in this strategic planning horizon.***   EXIM, further, must make continued investments to ensure resiliency. Finally, ***IT security and resiliency and its related disciplines must be embraced by all Bank Staff and IT staff and ingrained into everything we do.***

Virtualization and Cloud Computing: Virtualization, simply put, creates digital forms of what were in the past discrete physical 'things' allowing us to reduce our physical assets to basic pieces of commodity compute capabilities that can be bought as a public cloud offering or provided on a private cloud. This technological capability continues to mature and to be widely adopted. The key value driver of virtualization is the advantage of allowing us to deploy sophisticated capabilities without the complexity of deploying and managing hardware and other physical goods.   Also, due to EXIM's small computing size relative to commercial capabilities, cloud generates real infrastructure cost savings relative to our own ability to provision infrastructure.   EXIM's cloud journey began under our last strategic plan and extends into this plan as well.   Our primary focus, to date, has been to virtualize and move to the commercial cloud EXIM's back-end server infrastructure. In FY2019 we opened our commercial cloud data center and in FY22 completed the move of all Disaster Recovery (DR) assets to the cloud. In FY21

and FY22 we made substantial progress in moving client (end user computing) to virtualized technology. ***Over the next strategic planning period we need to focus on continuing our migration of our back-end infrastructure to the cloud and complete the migration of all client computing to the cloud as well.*** Changing to cloud models already has and will continue to drive simplification and cost savings related to infrastructure and enable new, cloud native technology capabilities.

Delivering Capabilities – the role of 'as a service': ***EXIM has a stated policy of preferring Commercial Off-the-Shelf Software (COTS) or Government Shared Services and only developing software that is unique and cannot be met by these markets.*** More and more, the market is delivering commercial capability with cloud-based 'as a service' model. This means that EXIM does not have physical custody of the software, nor do we operate the capability on our infrastructure. This trend is accelerating and provides unique opportunities and challenges for EXIM. The primary opportunity is the continued simplification of the infrastructure we maintain and being freed from all the attendant obligations of EXIM-hosted services. The speed of deployment is also typically reduced as many infrastructure steps, that would be required for hosted software are no longer required. Finally, the cost of maintaining technically modern, secure, infrastructure and application software is baked into the cost of the service so managing 'technical debt' is largely part of the service that the vendor provides. The challenges, at the same time, are multi-fold: First, security for the use of cloud services in the federal government is appropriately regulated and must comport to FEDRAMP standards. However, many vendors aggressively market capabilities to the US Government that do not meet these standards. Second, cloud and 'as a service' capabilities can be exceedingly complex to manage requiring significant attention and skill from a professional IT team that needs highly current and in-demand skills. The marketing of these services tends to ignore or understate the effort that is required for 'the whole of the projects' successful implementation. The third and final challenge is that the 'as-a-service' model, while getting rid of capital costs, has lifetime 'rental' obligations. The budget consequences of a portfolio based on critical services that are all rented create unique challenges should budgets be decreased or fail to increase with the rate of inflation for these services. While EXIM's stated preference and ongoing strategy is to move to these models, ***we need to continue to develop skills in implementing and managing "as a service' model at both the IT and stakeholder level.***

Document Management, Collaboration, Workflow – There are a number of important trends intersecting that impact the broad topic of document management at EXIM. It is a complex puzzle of infrastructure modernization, IT security, a particularly rapid change in collaboration technology, federal records compliance, and staff practices and habits. Simply put, ***EXIM over the strategic period, needs to establish a clear program to release the value of the tools we already have paid for and move the needle in Document Management to bring order, simplicity, and capability to this space.***

Data and Reporting - Modern organizations rely on data. A key tenet of the operating model and strategy of EXIM is data-based decision-making. While EXIM does not have the quantum of data that may be found at large agencies, it has complex data that needs to be available and usable by staff to support the analysis and decision-making activities of the organization. In the Data Act performance audit as well as the annual FISMA audit, our financial data quality is routinely evaluated and rated highly. However, there is more than financial data required to run the agency. Data regarding our outreach and interactions with customers prior to a financial transaction is a topic of significant interest that must be addressed.. Similar to the Document Management topic above, ***EXIM OCIO during the***

strategic planning period needs to develop a comprehensive plan around data and reporting to support the agency in meeting its strategic goals.

Technical Debt and Modernization - Technical debt refers to the 'amount' of old, unsupported technology that is used as a component in a production business system.   Business systems are, in many ways, like a house. They require maintenance to operate, occasionally a kitchen or bathroom needs to be redone and eventually, it may make sense that the structure is brought down, and a new house put up in its place because the old house is no longer safe or meets code or is even supportable. OCIO, in addition to doing new things, is also focused on retiring technical debt and has several large end-of-life or major modernizations that are on the horizon and need to start within the strategic planning timeline here. These include the completion of EXIM Loan Management system (ELMS) part II (and the retirement of APS), EXIM On-Line (EOL) modernization, EXIM Participant Hub (EPH) end-of-life, Financial Management System (FMS-NG) end-of-life and EXIM Reporting System (ERS) modernization. These are all large, complex, multi-year and inherently risky projects given, not the technology, but the challenges of migrating from one complex system to another and funding as well as maintaining the continuity of coalitions over multiple fiscal years. These initiatives are also very expensive. ***EXIM OCIO, OCFO and agency leadership need to, during this strategy period initiate the financial and human capital planning to address these core modernization initiatives.***

IT Goals and Objectives

The goals of IT are to advance the goals of EXIM. The IT goals are supported by a series of objectives which are in turn supported by specific initiatives. A crosswalk of IT goals/objectives with EXIM goals is depicted below. Appendix A provides a list of objectives and their corresponding key initiative(s).

IT Goal/Objective	EXIM Bank Goals				Facing	
	Goal 1 Support strong diverse portfolio	Goal 2 Foster American Competitiveness	Goal 3: Create a diverse/dynamic workforce	Goal 4: Integrity transparency of operations	Customer	Internal
Goal 1 – Continuously Improve Service Delivery to Our Customers						
1.1 Modernize Legacy Capablilites	X	X		X	X	X
1.2 Ensure IT is Usable by All Constituencies	X	X	X	X	X	X
1.3 Track and Improve User Experience	X	X		X	X	
1.4 Provide Better Service by Standardizing IT Processes			X	X		X
Goal 2 – Build and Leverage Innovative Capabilities						
2.1 Implement Cloud Strategy and Modern Tool Deployement	X	X	X	X	X	X
Goal 3 – Personal Productivity and Outreach						
3.1 Outreach			X			X
3.2 Collaboration Program	X	X	X	X	X	X
Goal 4 – Invest in the IT Workforce						
4.1 Improve the FEVS			X			X
4.2 Strengthen Our IT Workforce			X			X
Goal 5 – Protect Mission Critical EXIM Assets						
5.1 Clean Audits	X	X	X	X	X	X
5.2 Reliable Operations	X	X	X	X	X	X
5.3 Protect EXIM Information	X	X	X	X	X	X

The section below provides a further textual description of these goals.

Goal 1 – Continuously Improve Service Delivery to Our Customers

Goal 1 focuses on continuously improving capabilities through the frame of our customers and stakeholders – how they experience our technology. The focus of this goal is within the business applications space vs the underlying infrastructure or commodity computing space. Since at EXIM, the product and technology are highly intertwined, the goal is inclusive of improvements to existing products and processes as well as inclusive of supporting any new products or capabilities that are customer facing. These IT objectives support EXIM Goals 1, 2, and 3.

Objective 1.1 Modernize Legacy Capabilities - this goal relates to ensuring our existing non-commodity business application our functionally as well as technically modern. This objective would also include any new business capabilities or financial product types that we need to support. Further, modernization may also include evolution of strategies to stay modern which may include moving from custom software to commercial software or forms of shared services to provide capabilities.

Objective 1.2 Ensure IT is Usable by All Constituencies – this goal related to ensuring that our business applications support usability under various prescriptions with the American with disabilities act.
Objective 1.3 Track and Improve User Experience - a core tenant is to make IT easy. This cannot be achieved without a program to track, monitor and improve user experience.
Objective 1.4 Provide Better Service by Standardizing IT Processes - OCIO endeavors to continuously improve its processes from both a stakeholder's perspective (how to engage and inter-operate with OCIO) as well as internal process improvements that enhance productivity, accountability and service.

Goal 2 – Build and Leverage Innovative Capabilities

OCIO Goals number 2 focuses primarily on the internal view of technology and innovative capabilities developed within the IT market/community that allow more efficient, resilient, and capable commodity (e.g., personal productivity, e-mail, collaboration, etc.) and foundational (compute, storage, bandwidth) information technology. The enhancement of these operating systems and tools directly improves the foundation upon which the IT functions of all five EXIM goals rest.

Objective 2.1 Implement Cloud Strategy and Modern tool Deployment

Goal 3 – Personal Productivity and Outreach

EXIM is staffed by knowledge workers. Goal three recognizes that the key to agency efficiency is largely founded on personal productivity and more importantly, the collaboration skills of each EXIM team member. The full power of technology only expresses itself when our customers and colleagues have the know-how, behaviors, and support, to leverage the tools we provide. This goal focuses on how we will evolve how we work with our people to give them the capability to take advantage of an increasingly digital world.

Objective 3.1 Outreach – this goals recognizes that we must continuously engage with our stakeholders to develop and promote practices and know how that allow people to interact with our technology to get great results.
Objective 3.2 Collaboration/Document Management Program - over the last several years of the pandemic, a range of new tools have been introduced in the collaboration, document and workflow

spaces.   EXIM must commit to a strong program of support to ensure we are taking advantage of the capabilities that we have purchased in this area to bring their value to fruition.

Goal 4 – Invest in the IT Workforce

At the core of Goal 4 is recognizing that the foundation of IT's effectiveness is a talented OCIO workforce. The planning and strategy process for an effective IT capability must be robust and highly integrated with business planning, finance, procurement, and other key administrative processes.

Objective 4.1 Improve the FEVS – this goal related to a continuous cycle of feedback and learning about what makes EXIM and EXIM OCIO a great place to work....and a commitment to move the needle on this survey.
Objective 4.2 Strengthen Our IT Workforce - this goal relates to our continuous planning and understanding of what skills we need to be successful and our strategy about how to get there.
Objective 4.3 Continuously re-imagine the IT team – how we are structured and what we do – the technology world is highly dynamic and how we organize work in this area needs to be re-evaluated on a routine basis and adapted to work with technological advancements.
Objective 4.4 Promote a culture of continuous learning – all OCIO staff must be learning machines. This goal relates to how we work with staff to promote that culture of continuous learning.

Goal 5 – Protect Mission Critical EXIM Assets

This IT goal of reliable and secure operations is the foundation what IT delivers in support of the EXIM Mission, and while a singular goal, represents the lion's share of important, complex, operationally oriented activities that keep the lights on with respect to existing service commitments.

Objective 5.1 Clean Audits – IT is subject to significant independent oversight. Our goal is to perform in a way that, when subject to third party review, the results reflect well on the agency.
Objective 5.2 Reliable Operations – very little at the agency can get done without IT. We take that commitment seriously and focus on practices and approaches that result in a reliable IT service. Our goals is to meet or beat our uptime and reliability-oriented commitments.
Objective 5.3 Protect EXIM information - our customers and stakeholders expect, without asking, that our IT services are secure and that we protect the confidentiality, integrity and availability of our IT assets.   Our goal is to not have a serious IT security event.

Appendix A Key Initiatives

Key initiatives that need to be focused on during our planning horizon are listed under the objectives. A comprehensive listing of IT initiatives are included in the IT Roadmaps which are a series of separate documents that are at a level of detail that is outside the scope of the IT Strategic Plan.

Objective 1.1 Modernize Legacy Capabilities

1.1.1 APS Replacement (aka ELMS Long-term) IT is entering a second phase of this effort with the initiation of the ELMS Long Term project in FY23.

1.1.2 FMS-NG End-of-life strategy

1.1.2 EOL Modernization

1.1.3 Transitioning business processes and recordkeeping to a fully electronic environment.

Objective 1.2 Ensure IT is Usable by All Constituencies

1.2.1 IT will continue maturing Section 508 compliance and capability. This will ensure customer and employee accessibility as well as comply with OMB requirements.

Objective 1.3 Track and Improve User Experience

1.3.1 IT will collect and baseline customer experience. All customer-facing capabilities will solicit and invite feedback as to how we can improve the electronic dimensions of our products.

Objective 1.4 Provide Better Service by Standardizing IT Processes

1.4.1 Continue maturing a comprehensive IT investment planning process (CPIC) including clear project intake and selection, project monitoring and operational monitoring processes of all IT investments. Ensure the process is integrated with Project Governance Council, strategy, finance, HR, and procurement.

1.4.2 Continue improving and automating core OCIO processes – streamline, simplify, automate and ensure IT processes are optimized to support hybrid work. This includes service processes such as help desk requests to the myriad control, audit, review processes that are core to basic operation/security hygiene.

Objective 2.1 Implement Cloud Strategy and Modern Tool Deployment

2.1.1 IT will continue implementing its cloud strategy to move away from on premise and proprietary support models: Move our back-end Production infrastructure to the Cloud, VDI to the Cloud,

Objective 3.1 Outreach

3.1.1 IT will develop an extensive outreach program to solicit feedback, drive satisfaction, productivity, and cyber/privacy awareness with the general computing environment.

Objective 3.2 Collaboration and Document Management Program

3.2.1 IT will develop and propose a collaboration program to properly support collaboration capabilities offered by new software like Microsoft TEAMs based on findings of phase I of Document Management project.

Objective 4.1 Improve the FEVS

4.1. To improve and retain talent, IT will implement an awards program that will provide a means for non-compensatory recognition to Federal and contract staff as well as permissible compensatory awards, (leave, spot awards etc.) for Federal staff.

Objective 4.2 Strengthen Our IT Workforce

4.2.1 Strategic assessment and analysis of OCIO organization structure and strategy

4.2.2 IT assesses its current and future human capital needs and addresses gaps via training and carefully reviews vacant positions to ensure new hires bring skill sets that are commensurate with a modern IT workforce.

Objective 5.1 Clean Audits

5.1.1 IT will continue to address audit findings and look for ways to enhance and expedite the creation and monitoring of audit artifacts.

Objective 5.2 Reliable Operations

5.2.1 IT will deliver reliable system operations for all its in-service capabilities

Objective 5.3 Protect EXIM Information

5.3.1 To meet the dynamic challenges of cyber security, IT will build on its IAA with DOJ for CSAM system.

5.3.2 OCIO will meet its commitments to the Cybersecurity Executive Order 14028 and evolve to a zero-trust cyber capability.