

THE VOICE

O F T E C H N O L O G Y

Winter 2010

BRINGING IT BACK INSIDE

Insourcing deliberations and actions by the federal government are the product of an overlapping series of mandates and initiatives. They could also have serious implications on how the federal government and contractors work together.





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By Mark Toner



PHOTOGRAPHS: DAVID KIDD



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A New Governor And New Opportunities

By **Bobbie Kilberg** and **Josh Levi**



The following is an adaptation of an article that appeared in The Fairfax Times on Tuesday, November 10, 2009. It was co-authored by Bobbie Kilberg, NVTC President & CEO, and Josh Levi, NVTC Vice President of Policy.

November's election of Bob McDonnell as Virginia's 71st governor marked the end of the statewide political campaign season and the beginning of the transition into McDonnell's administration.

What can we expect from McDonnell's tenure? Throughout the 2009 gubernatorial election contest, McDonnell offered specific proposals and initiatives which provide a clear indication of what we can expect over the next year and throughout his four-year term. While ongoing budgetary challenges may impact the timeline of some proposals, we expect we will see a consistent focus on job creation and economic growth. We believe that Northern Virginia and the innovative technology community that drives our regional and statewide economy will benefit a great deal from this focus.

Central to Virginia's future economic growth will be an environment that aggressively promotes technology, entrepreneurship and innovation within a framework of forward-looking policies that include strong public-private partnerships and regulatory restraint. We expect to see McDonnell's administration promote policies that reinforce and perpetuate Virginia's status as the top place for business and as a global technology center, including the upholding of Virginia's strong right to work laws and the rejection of any protectionist proposals; strong opposition to efforts to impose new tax collection responsibilities on Virginia Internet companies with a national customer base; continued

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“We are anticipating a beefed-up role for Virginia’s Secretary of Technology who will have enhanced responsibility for technology-based economic development.”

revisions to strengthen Virginia’s Internet governance and computer crimes laws; and ongoing reviews of Virginia’s tax and regulatory framework to ensure competitiveness.

We expect that Governor McDonnell will place a strong emphasis on policies and initiatives that encourage new company formation and entrepreneurship, including a further streamlined one-stop business permitting process to enable entrepreneurs to easily get information and necessary permits so they can launch start-up companies quickly and efficiently. McDonnell also has committed that the state will approve routine business applications within 48 hours in an effort to promote Virginia as the best state in which to start a business. Northern Virginia specifically stands to benefit from McDonnell’s plan to create “Green Job Zones” where tax credits will be offered to attract energy-related businesses and to create green jobs. He has also promised a strong push to ensure we remain a top destination for existing businesses seeking to expand and relocate, and has committed to bolstering the use of Virginia’s Governor’s Opportunity Fund by doubling the funding available to attract businesses to the state. Moreover, he plans to expand Virginia’s Major Business Facility Job Tax Credit by extending eligibility to companies that create 50-plus jobs rather than the current 100-plus jobs threshold to attract more businesses.

Those of us in the technology community are anticipating a beefed-up role for Virginia’s Secretary of Technology who will have enhanced responsibility for technology-based economic development. We also expect quick follow-through on McDonnell’s commitment to restructure IT governance to ensure there is clear authority and strong accountability over the state’s technology infrastructure and operations by having Virginia’s CIO report to the governor rather than an independent board, as is currently the case. McDonnell has indicated he also will actively seek opportunities to leverage private sector experience and expertise, boost efficiencies and recognize cost savings by harnessing the power of public-private partnerships as a mechanism to address core priorities including health care, transportation, education, broadband and technology.

Expectations are also high in the area of education, particularly in the science, technology, engineering and math (STEM) disciplines which are so vital to powering our region’s technology industry. McDonnell intends to place us on a trajectory to award an additional 100,000 college degrees over the next 15 years targeting STEM and other high-income, high-demand disciplines. He also will double the number of Governor’s Career and Technical Academies that focus on STEM and other career and technical skills and expand workforce training efforts through Virginia’s community college system.

In Bob McDonnell, we have a leader who clearly recognizes the importance of this region, and our technology-driven economy, to the future competitiveness of the entire state. Through his strong focus on jobs and the economy, we have a leader who speaks our language. **nvtc**

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With Change Comes Opportunity

By Joseph Doherty

The success of ACS and many other organizations within NVTC has come in part by providing managed services to the federal government. For us, you'd think there is little upside to the Obama Administration's directive for federal agencies to commit to increased insourcing. But with a culture at ACS of innovation and strong client service, we view it as potentially transformative with benefits to both the federal government and the private sector.

In the next 10 years, it is reported that 60 percent of the federal workforce will be eligible to retire; more than likely, 40 percent will do so when first eligible. To be sure, insourcing is a challenge for them as well as us in how we grow our business, but we see the glass as half-full and believe it presents an opportunity to re-examine business processes.

The federal government has started the ball rolling. From the Presidential directive, the Office of Management and Budget (OMB) is asking agencies to analyze their multi-sector workforce and determine how work is best sourced. OMB recommends agencies use federal employees for tasks that are "inherently governmental," but can consider private sector contractors for essential functions that are not inherently governmental.

I applaud the federal government's plan and think that determining inherently governmental tasks is important, but I would add other considerations. First, examine the task itself and if insourcing is in the government's best long-term interest. Second, consider taking a page from the playbook of state governments, where the private sector has absorbed many inherently governmental tasks.

However, the underlying factor of whether to insource a task may be cost. Agencies have been able to save ramp-up and resource (variable versus fixed) costs by turning to the private sector. With budgets stretched, this should be a key consideration by the government. In addition, managed services provide the benefits of fixed-price, performance-based contracts. It's something that ACS knows well, as nearly all of our current fed-

eral contracts are of this type, offering maximum value and continued innovation. These contracts also fall right in line with another aspect of the administration's contracting reforms.

Agencies should also use this opportunity to remember the value proposition provided by partnering with the private sector to improve government operations. With managed services, agencies benefit from fast mobilization of resources, access to subject matter expertise, best practices, continual process improvement, technology refresh, agility to react to varied staffing needs, and more. An intangible also to consider is the "focus factor" and how managed services keep an agency on its mission.

As contracting rules change, the federal government should know that industry doesn't shy away from competition or the transparency of how the government is working. ACS, as with our peers, is more than willing to open up our risk profile to show that we can meet the administration's goals and adhere to required policies.

ACS is focused on the new reality of insourcing. We know it will close some doors of opportunity but open many others. As the federal government takes a wide view of its work practices, the private sector needs to do the same and adapt to changing needs by making enhancements to common tools and practices, business processes and technology that will lead to a more efficient government, quality workforce, best value, ever-improving service metrics, and transparency.

Also from this initiative, federal agencies and the private sector will learn to work even closer together. The consultative client approach that ACS takes will only grow stronger as we strive to become a true operations partner. The result of this collaboration will be continued innovation.

Much has been said about insourcing, as you'll learn from this issue of *The Voice of Technology*. It is important to remember this change brings an opportunity to reinvent government and improve citizen service. No matter what side you're on, public or private, isn't that what it's all about? **nvtc**



"As the federal government takes a wide view of its work practices, the private sector needs to do the same."

Joseph Doherty is Executive Vice President and Group President of ACS Government Solutions.

NVTC Members Rank in the 2009 Deloitte Technology Fast 500

Hats off to 23 NVTC member companies who were named to the 2009 Deloitte Technology Fast 500. The annual list ranks the 500 fastest growing technology, media, telecommunications, life sciences and clean tech companies in the nation, based on percentage revenue growth over five years (2004-2008).

Congratulations to **Hughes Communications** for being ranked fourth overall and first in the Greater Washington region. Other member companies on the Deloitte Technology Fast 500 list are:

3PAR Inc.
Approva
Aptix
Aptela, Inc.
BroadSoft
BTI Systems
comScore, Inc.
Coverity
EcomNets, Inc.
Eloqua
GetWellNetwork, Inc.
Google Inc.
K12 Inc.
Parature
Plexent
Rosetta Stone
Salesforce.com, Inc.
Sourcefire
Symantec Corporation
Terremark Worldwide, Inc.
Transperfect
Vocus, Inc.

Awards and Achievements

Congratulations

- To NVTC Chair Donna Morea, President of CGI, U.S., Europe & Asia, who recently assumed additional responsibility for CGI's business in Europe and Australia.
- To NVTC Board members Ted Cahall, CTO, AOL; Ray Johnson, Senior Vice President and CTO, Lockheed Martin Corporation; Hooks Johnston, General Partner and Co-Founder, Valhalla Partners; and NVTC Chairman Emeritus Dan Bannister, President, Bannister Enterprises, who have all been named to the Innovation and Entrepreneurship Investment Authority (IEIA), a newly formed Virginia technology board. They are among 12 citizen board members who will be named to the 13-member organization, which will be led by Virginia Secretary of Technology Len Pomata. Cahall and Johnson were chosen by members of the Senate Rules Committee. Johnston and Bannister were appointed by the Speaker of the House. There are a number of gubernatorial IEIA appointments still pending.
- To NVTC Board member Aimee Daniels, Market President Mid-Atlantic Region, HSBC Bank USA, and NVTC members Deborah Alderson, Group President, SAIC; Carolyn Berkowitz, President, Capital One Foundation; and Marta Carter Wilson, Founder, CEO and President of Transformation Systems Inc., who were named to *Washington Business Journal's* list of Women Who Mean Business for 2009.
- To NVTC member Sal Hundal, President, SoltecOne, Inc., on his appointment by Governor Kaine to the Virginia Asian Advisory Board of the Commonwealth of Virginia. The board advises the governor on ways to improve economic and culture links between the Commonwealth and Asian nations.

NVTC Members Honored with Heroines in Technology Awards

NVTC member companies were well-represented among the finalists and winners for the 2009 Heroines in Technology Awards, presented by

Women in Technology (WIT) at its annual gala in November. The awards honor local women who balance demanding roles in the fast-paced technology sector with significant commitments to community service. Lydia Gizdavcic of MITRE received one of two Individual Heroines in Technology Awards, Zalenda Cyrille of Lockheed Martin was presented with the Rising Heroine award, and Elizabeth Wilmot of Turtle Wings Electronics Recycling received a Corporate Heroines in Technology award. Other NVTC members among the finalists included Shannon Abell, Lockheed Martin; Patrice D'Eramo, Cisco; Colleen Galo, Verizon Wireless; Shameka McCaskill, Lockheed Martin; Vonda Rhodes, Lockheed Martin; Michelle Tortolani, Northrop Grumman; and Katy Warren, MITRE.

Mills, Kilberg, Five Others on *Washingtonian's* 100 Most Powerful Women List

Washingtonian has named NVTC President & CEO Bobbie Kilberg and NVTC Board member Linda Mills, President of Northrop Grumman Information Systems, as two of Washington's Most Powerful Women. Women from five other NVTC member companies were recognized on the list as well: Carol Clayton, Partner, WilmerHale; Candace Duncan, Mid-Atlantic Partner, KPMG; Deborah Kissire, Mid-Atlantic Partner, Ernst & Young; Maritza Gomez Montiel, Regional Managing Partner, Deloitte; and Gail McGovern, President and CEO, American Red Cross.

NVTC Members Attend Clean Energy Economy Forum at White House

NVTC Board member Sudhakar Kesavan, Chairman & CEO of ICF International, and NVTC members Amr ElSawy, President and CEO of Noblis, an NVTC Board member company, David Evans, director of Noblis' Center for Sustainability: Earth, Energy & Climate, and Tony Maull, President of Federated Power and Co-Chair of the NVTC Green Technology & Energy Task Force, attended a Clean Energy Economy Forum hosted by the U.S. Department of Energy at the White House on Wednesday, October 28.

The forum was part of the Administration's focus on clean energy as the "second industrial revolution." The stimulus package passed in 2009 has close to \$80 billion earmarked for energy projects and President Obama recently announced \$3.4 billion in funding that would be dedicated to building the Smart Grid.

According to Carol Browner, Director of the White House Office of Energy and Climate Change Policy, the Administration is focused on jobs, breaking dependence on foreign oil, sending a clear and consistent signal to industry about U.S. direction and priorities, and putting limits on greenhouse gas emissions. As Congress considers and debates legislation on these issues, Browner said, the Administration is moving ahead with mechanisms that can be implemented within the Executive branch such as efficiency standards for cars and appliances.

Secretary of Energy Steven Chu touched on the importance of developing and implementing a sustainable strategy for reducing greenhouse gas emissions and increasing energy efficiency.

Along with Director Browner and Secretary Chu, panelists from Unisolar, Pepco, CREE and A123 Systems spoke of the efforts their companies are putting into clean energy and efficient energy projects.

NVTC Members Participate in White House Jobs Summit

On December 3, Sheryl Schwartz, Owner and COO of Blue Canopy, and Rose Wang, President and CEO of Binary Group, represented NVTC at President Obama's "Jobs and Economic Growth Forum" in the Eisenhower Executive Office Building in the White House complex. Schwartz, Wang, and the CEOs of NVTC member companies Boeing, Chrysalis Ventures, Google, and Siemens joined approximately 130 other business executives, labor leaders, economists, mayors and representatives from nonprofits at the Summit, which addressed policies to promote job creation.

In his opening remarks President Obama stated that, despite the government's critical role in creating the conditions for economic growth, true economic recovery would only come from

the private sector. He urged forum participants to provide detailed and specific recommendations to spur job growth as quickly as possible. In his remarks, Vice President Biden highlighted forthcoming announcements about investments of roughly \$13 billion in broadband, high-speed rail, competitive education and infrastructure. Secretary of Labor Hilda Solis and Secretary of Commerce Gary Locke also addressed the attendees during the event. Video and transcripts from the Summit are available on the White House Web site.

Following the opening session, senior administration officials hosted smaller discussions on creating jobs through infrastructure, exports, green jobs, small business investment, and helping workers on Main Street. Schwartz and Wang both participated in the small business discussion, which was moderated by Treasury Secretary Timothy Geithner and SBA Administrator Karen Mills.

"I appreciated the once in a lifetime opportunity to represent NVTC at this Summit," stated Sheryl Schwartz. "I urged the Obama Administration, as it looks to implement programs to stimulate job growth, to make the needs of small businesses a priority through increased access to capital, tax incentives and regulatory reforms that encourage innovation."

"Participating in the White House Jobs Summit was an engaging experience," said Rose Wang. "I'm proud to have contributed to the constructive dialogue about how small businesses in the technology sector can create jobs and help drive economic growth."

In a follow-up to the Summit, President Obama outlined several proposals aimed at accelerating job growth and hiring among small businesses during a speech at the Brookings Institution. The president's plan includes the elimination of capital gains taxes on small business investment, an extension of write-offs to encourage small business expansion, and tax incentives for small businesses that hire and keep new workers. In addition, President Obama proposed allocating unused TARP funds to increase small business lending and waiving fees and increasing guarantees on SBA-backed loans. **nvtc**

Washington Business Journal Names NVTC Member Companies to Fastest Growing List

Congratulations to the NVTC member companies who made *Washington Business Journal's* list of Fastest Growing Companies for 2009:

- Abraxas Corp.**
- Apptix**
- comScore, Inc.**
- Criterion Systems, Inc.**
- DuPont Fabros Technology Inc.**
- Intersections, Inc.**
- K12 Inc.**
- Liquidity Services**
- Raffa PC**
- Stanley, Inc.**
- Vocus, Inc.**

A Fantastic Fall for NVTC

UPCOMING 2010 EVENTS

NVTC

January 27, 2010

Public Policy Series
Governor Bob McDonnell
Commonwealth of Virginia

February 9, 2010

Titans Series
David Thompson
Chairman and CEO
Orbital Sciences Corp.

March 5, 2010

Titans Series
Enrique Salem
President and CEO
Symantec

**The Entrepreneur Center
@NVTC**

January 20, 2010
**Entrepreneur
Navigator Awards**



Justice Kennedy with
George Mason University
law students.

Supreme Court Justice Kennedy Wows the NVTC Crowd

U.S. Supreme Court Justice Anthony Kennedy spoke to an enthusiastic crowd at an NVTC Public Policy Series event on November 8 at The Ritz-Carlton, Tysons Corner. In his engaging speech, Justice Kennedy focused on the importance of the Rule of Law and the need

to uphold and protect the U.S. Constitution and judicial system. He spoke about corporate litigation, the integrity of the legal system, the need for better K-12 education in U.S. history, the reach of the Rule of Law internationally, and the Supreme Court process.

Networking in High Gear at FusionFest

Despite a slightly chilly autumn evening, there was plenty of networking to heat up FusionFest 2009, October 1, at 1757 Golf Club in Dulles, Va.

More than 200 NVTC members gathered to exchange business cards, network, and even hit a few balls on 1757's lighted practice range. Two lucky members also walked away from the event with great prizes. Christy Pittman of Welz & Weisel Communications won a weekend getaway for two at the Gaylord National Hotel and Convention Center, and Phillip Jewell of Carpathia Hosting took home four tickets to a D.C. United soccer game.

Steve Forbes Keynotes Titans Kick-Off Event

Steve Forbes, Chairman and CEO of Forbes Media and Editor-in-Chief of *Forbes* magazine, kicked off the 2009-10 NVTC Titans series before a packed house of 650 at The National Conference Center in Lansdowne, September 15. His appearance was a follow-up to the NVTC

special Northern Virginia economic development section that appeared in the August 24 issue of *Forbes*.

Forbes talked about how the economy got to its current condition through a "perfect storm" of events: the Federal Reserve's policy of printing too much money, "mark-to-market" accounting rules for financial institutions, sub-prime loans, and excesses in the financial system. He moved



Steve Forbes
addresses the crowd
at Lansdowne.

on to discuss what he sees as the solution to the economic crisis—urging the Obama Administration to focus immediately on having a credible policy of a strong, stable dollar—and made it clear that he does not consider this to be a partisan issue. In discussing the current issues of taxes, healthcare, and cap-and-trade, Forbes cited the need to create incentives for healthcare providers to bring their costs down and their quality up as an essential part of an economic recovery.

The morning ended with a question-and-answer session in which Forbes addressed his predictions for the near future, and detailed his ideas on how to kick economic recovery into full gear—likening the situation to that of the early '80s when the U.S. saw an unprecedented level of growth and innovation, and recommending a return to a “Hamiltonian system” which focuses on strengthening the dollar worldwide.

Bobbie Kilberg Named Co-Chair Of McDonnell Transition Team

NVTC President & CEO Bobbie Kilberg was named one of five Co-Chairs for Virginia Governor-Elect Bob McDonnell's Transition Team.

“On behalf of the Northern Virginia Technology Council, I am delighted to participate as one of the five Co-Chairs of Governor-Elect McDonnell's transition,” Kilberg said. “The Governor-Elect clearly recognizes the importance of the technology industry to the economic growth of the Commonwealth and we look forward to working with him, his staff, and the incoming administration.”

In addition to Kilberg, the other Transition Co-Chairs are: Bill Bolling, Lieutenant Governor of the Commonwealth of Virginia; Bill Mims, Attorney General of the Commonwealth of Virginia; Thomas Farrell, Chairman, President & CEO of Dominion Resources; and Kay Cole James, President & Founder of Gloucester Institute.

TechCelebration Lives Up to its Reputation as The Event of the Year

On October 16, NVTC's TechCelebration lived up to its reputation as *the* networking event of the year with a star-studded lineup including a



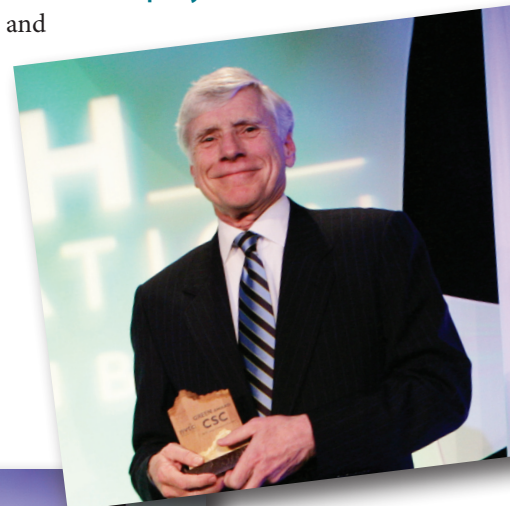
keynote speech by General George W. Casey, Jr., U.S. Army Chief of Staff, and Member, Joint Chiefs of Staff, and the presentation of the 2009 NVTC Chairman's Award to Governor Tim Kaine by Virginia Senator Mark Warner (D-Va.) and NVTC Chair Donna Morea, CGI President, U.S., Europe & Asia. Senator Warner received the Chairman's Award in 2005.

Also during the festivities, CSC and Power Loft LLC, respectively, were named the inaugural winners of NVTC's Green Awards for large (over \$50 million) and small (under \$50 million) companies. CSC was lauded for having instituted numerous environmentally responsible programs that have resulted in significant reductions in its energy usage by 12 percent year over year, and waste generation including recycling and reutilization efforts. Power Loft develops data centers that require 70 percent less energy for support functions. **nvtc**

Below: Governor Tim Kaine with, left to right, NVTC Chair Donna Morea; Senator Mark Warner; David Abel of IBM Public Sector; and NVTC President & CEO Bobbie Kilberg.



Above left: Jim Coakley of PowerLoft, winner of the NVTC Small Company Green Award, with NVTC Chair Donna Morea and Aimee Daniels of HSBC Bank USA, NA. Above right: Keynoter General George W. Casey, Jr. Below: Jim Sheaffer of CSC, winner of the NVTC Large Company Green Award.



BRINGING IT BACK INSIDE





Insourcing deliberations and actions by the federal government are the product of an overlapping series of mandates and initiatives.

They could also have serious implications on how the federal government and contractors work together.

By Mark Toner



A revolving door. A multi-sector workforce. An iron triangle.

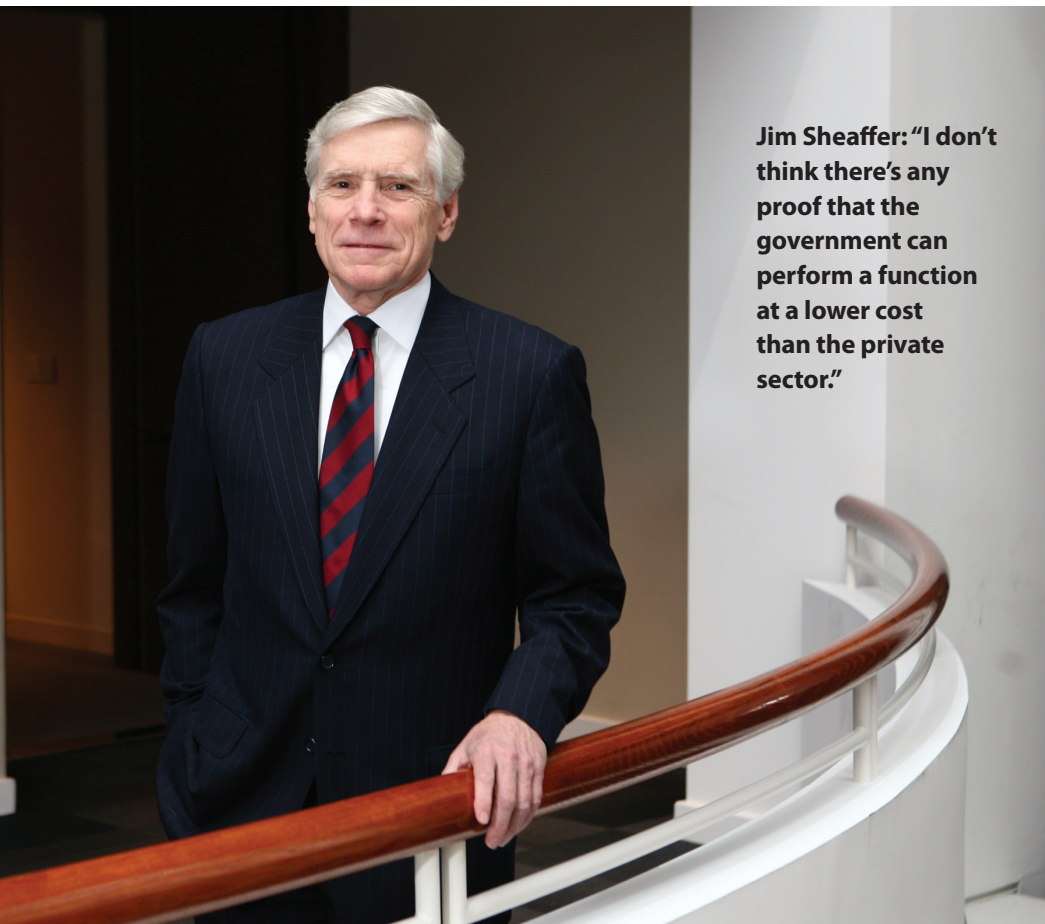
Sometimes fairly, sometimes not, all of these terms have been used to describe the dynamics of the ever-fluid relationship between the federal government and the companies that work for it. That relationship has shifted in ways both subtle and significant in times of war and peace, and as new administrations have taken office.

Now, the pendulum is swinging from outsourcing work to private sector companies to “insourcing”—or bringing what policymakers believe are key governmental functions back in. While most federal agencies are still in the process of developing guidelines, lawmakers and business leaders alike are concerned that in

2008, according to a study conducted by county officials. For many local companies, the impact of insourcing moves to date has been minimal, though business leaders acknowledge they could be devastating to smaller firms whose work is concentrated within one agency or under the purview of a limited number of contracts.

While there’s broad acknowledgement that many federal agencies need to regain better control of their acquisition capabilities, the region’s business leaders also express concern that the question of what constitutes an “inherently governmental function”—work only government employees should do—may be interpreted too broadly.

“The functions presently being carried out by private contractors—and in particular, private IT technology contractors—are being done more efficiently and creatively than in the federal government,” says Bobbie Kilberg, NVTC’s President & CEO. “Throwing the baby out with the bathwater is not a good plan.”



Jim Sheaffer: “I don’t think there’s any proof that the government can perform a function at a lower cost than the private sector.”

What appears to be a concerted push towards insourcing is, in reality, the result of an overlapping—and at times, bewildering—series of legislative mandates, administration guidance, and initiatives within individual federal departments, according to Stan Z. Soloway, President and Chief Executive Officer of the Professional Services Council, the national trade association for the government professional and technical services industry.

“These disconnected streams have created in the field the perception that there’s a broad insourcing mandate,” he says.

The roots of the current insourcing push largely predate the Obama Administration, and are largely seen as a response to cost overruns earlier in the decade, when the Department of Defense’s acquisition workforce shrunk by 20,000 at the same time its procurement budget tripled. Cost overruns

totaled \$295 billion, according to a Government Accountability Office (GAO) study.

“There’s a recognition that the acquisition workforce is not where it needs to be to support the complexity of acquisition and the number of acquisitions,” says NVTC Board Member Jim Sheaffer, President of Falls Church-based CSC’s North American Public Sector business unit. “We all share the view that the government needs to have a strong acquisition workforce.”

After Congress changed hands in 2006, language involving contracting became part of several key funding authorization bills. First, an amendment to the defense authorization bill in 2007 in-

some cases, agencies are making arbitrary decisions to insource work without considering the broader implications.

“Unfortunately, it seems to me that some of the insourcing has been done in almost a capricious manner—or at least an inconsistent one,” Rep. Jim Moran (D-Va.) tells *The Voice of Technology*. With a new administration in power, Rep. Frank R. Wolf (R-Va.) stresses that the business community will need to demonstrate its contributions to government operations. “That’s something the private sector is going to have to make a case for,” he says.

The stakes are high: Some \$17 billion in federal procurement contract awards went to companies in Fairfax County alone in

DAVID KIDD

troduced the idea of considering ways to insource acquisition and other “inherently governmental functions.” Similar language was inserted into the omnibus spending bill the following year, requiring all federal agencies to develop policies on insourcing.

As part of its own goal to reduce government spending on contracting by seven percent, or \$40 billion over two years, the Obama Administration sent a memorandum to the Office of Management and Budget (OMB) in March. Directing OMB and other agencies to develop guidelines to review and improve the federal contracting process, President Barack Obama argued that “the line between inherently governmental activities that should not be outsourced and commercial activities that may be subject to private sector competition has been blurred and inadequately defined.”

In response, OMB issued general guidance on insourcing in late July, calling on federal agencies to develop policies and pilot “human capital plans” to assess their management capacity to oversee a blended workforce of federal and contractor employees. Soloway calls the Administration’s guidance a “reasoned, source-neutral structure to guide sourcing decisions.”

“It’s a management agenda, not an insourcing agenda,” he says, noting that the Administration’s cost-saving targets can be reached by eliminating unnecessary projects and with better contract administration.

Yet uncertainty remains, in part because many policies have yet to be established. In early October, the GAO took a wide range of federal agencies to task for missing a summer deadline set in the omnibus spending bill to develop guidelines on insourcing. Others, including the Department of Energy and Department of Homeland Security, have developed initial drafts, while the U.S. State Department has issued preliminary guidance but is waiting to complete a pilot study to provide more detailed guidelines. Some agencies have also pointed back at OMB, asking it to develop more specific guidelines solidifying the concept of “inherently governmental functions.”

“Most of these agencies are still building their plan. There’s a lot of uncertainty right now,” Soloway says. “[But] to some extent, when you set budget targets around insourcing, there’s [a mandate].”

Nowhere is insourcing being watched more closely by lawmakers and business leaders than at the Department of Defense (DoD). Holding the lion’s share of federal procurement contracts, the department’s work on insourcing has fallen within the context of a broader goal set by Defense Secretary Robert M. Gates to rebuild core functions by adding more than 30,000 new positions by 2015. About 10,000 of those are expected to come from converting private-sector positions in such areas as contracting acquisition, cost-estimating, logistical engineering, and project management. The initiative, Soloway says, is based on the belief that DoD “needs to have a certain degree of core skills that have atrophied to maintain control of its mission.”

“If it’s done in the way it’s discussed, it may make sense,” Solo-



DAVID KIDD

Stan Z. Soloway:
“A lot of mythological assumptions are being made about cost performance, based on fuzzy math”

way says of the broader restructuring effort.

Complicating matters, unrelated budget directives at DoD have been tied into the insourcing debate, resulting in “specific targets for budget reduction being tied to the number of positions insourced,” Soloway says. “That put [both initiatives] together, even though they are driven by different concerns.”

While supporting the department’s broader plans to restructure and add personnel, Reps. Moran and Gerald E. Connolly (D-Va.) have joined other members of Congress in expressing concern about its tactics. In a letter to Gates, Connolly noted the appearance of a “departmental commitment to rapid implementation rather than improving mission capability and providing value to the taxpayer.” Moran and eight other congressmen argued in a separate letter that they support the DoD’s goal of seeking “the appropriate balance between contracted personnel and government workforce” but “want to ensure the pendulum does not swing too far or too fast.”

In response to concerns raised by members of Congress and others, Under Secretary of Defense Ashton B. Carter has said that he doesn’t believe the department’s “insourcing targets are arbitrary.” In a letter to Moran and Connolly, Carter said that the DoD will “look forward to a new government-wide definition of inherently governmental functions and will evolve our strategy as necessary to accommodate it.”

The continuing absence of a government-wide definition of what falls under the auspices of an “inherently governmental function” remains a key concern, according to business leaders.

“Down in the lower levels of government, due to budget issues or quotas, individual contracting officers and program managers



are making decisions that may not be inherently governmental, but just to meet quotas,” Sheaffer says. “Once there’s a clear objective, you can better address the issue of what’s inherently governmental and what’s not.”

Few argue that acquisition should remain the purview of federal employees. “The government does have to maintain and conduct the process,” Sheaffer acknowledges. “It also needs the management talent to oversee the contract once it’s being executed by a commercial vendor. It’s in the contracting community’s best interest to have a strong acquisition workforce in government. It helps us all.”

“You can draw a line there pretty clearly,” Sheaffer adds. “But is running a data center inherently governmental? Probably not.”

Technology services, in particular, are not a good fit for insourcing, business leaders argue. “Technology moves very fast, and private companies are more agile and keep people trained and prepared to work on new projects,” says NVTC Chairman Emeritus Sudhakar Shenoy, Founder, Chairman and Chief Executive Officer of Reston-based IMC.

Wolf agrees. “The government doesn’t develop data systems. It

the line on this issue. “It’s a judgment call, and you need a balance,” Moran says. “I think the federal taxpayer would be the loser if we tried to bring everything in-house. We would lose some of the best people we have serving government functions and wind up paying more.”

Moran says he supports an initial focus on acquisition personnel. “Once they do that right, I think we need to look at other areas that are equally and inherently governmental,” he says. “Let’s do it one at a time, do it right, and do it on a priority basis.”

One of the oft-cited benefits of outsourcing work in high technology fields is that the government has been able to tap the talent of highly skilled employees it otherwise wouldn’t be able to attract. However, the insourcing push has led to new tactics that have raised ethical questions, according to Soloway.

“Even when you argue that the government should be insourcing, it’s how they’re insourcing,” he says, pointing to what he calls a “concerted effort” among some agencies to “badge-flip” employees.

In some cases, contract employees have been told their position has been insourced and that they have to become a federal employee to continue working, according to Soloway.

While employees have always shifted from the federal workforce to the private sector—and back again—such tactics as badge-flipping and offering signing bonuses go against private-sector practices governing business relationships, which typically include non-solicitation clauses to prevent companies from poaching each others’ employees. “It’s considered bad business ethics and bad business management,” Soloway says.

Moran agrees. “It seems to me there are enough contractors out there to meet this objective without unfairly treating those providing important work at a high level of professionalism,” he says.

The practice also raises troubling long-term concerns. Signing bonuses and other perks offered through the auspices of such programs as the Defense Acquisition Workforce Fund are only temporary and could end abruptly. Looking

more broadly at the federal workforce, large numbers of positions typically remain unfilled. The government workforce is also graying—nearly half of all federal employees are expected to retire within a decade. “Can the government step up and attract people in an environment that is far different today than when the Baby Boomers were entering the workforce?” Sheaffer asks.

In part because of the graying federal workforce, “I think they’re going to have a hard time bringing the complexity of a lot of these things in,” Wolf says. “The solution is to work on a cooperative basis.”



Sudhakar Shenoy:
“Technology moves very fast, and private companies are more agile and keep people trained and prepared to work on new projects.”

DAVID KIDD

doesn’t build aircraft carriers. It doesn’t do a lot of the work in the space program,” he says. “When a job needs outside expertise, you go outside.”

Shenoy points to the example of a small agency developing an in-house system—a task that requires a wide range of skill sets. “You need someone to do the design—that’s not the person who’s going to do the programming,” he says. “A company like IMC has dozens of projects and can keep rotating people through. The government can’t do that.”

It’s still unclear where OMB and other federal agencies will draw

Opposition to hiring away contractor employees is also coming from federal workers, who claim that the practice violates the merit system process. One agency has already barred the practice, according to Soloway.

While the current insourcing push is new, some of the decisions are being based on long-held perceptions about contractors. “A lot of mythological assumptions are being made about cost performance, based on fuzzy math,” Soloway says, adding that in some cases, they’re being “baked into budgets.”

Among those assumptions is the comparison between the salary and benefits of a government employee and the fully billed costs of a contractor, which ignores the infrastructure and overhead tied to each individual. “We know very well that when we deliver a service under a cost-plus contract, the government sees very clearly the cost of that workforce,” Sheaffer says. “I don’t think there’s any proof that the government can perform a function at a lower cost than the private sector.”

Soloway points to a statement made by the Office of National Intelligence that its contractors are 50 to 60 percent more expensive than federal employees. Along with ignoring total costs, Soloway argues that statement belies another important fact—the agency has acknowledged that about half its D.C.-based contractor workforce has specialized skills the government couldn’t otherwise attract. “If you take them out of that mix, the comparison disappears,” he says.

Such considerations also ignore one of the true strengths of working with contractors, who can shift positions to meet project needs. “There’s no agility to shape and manage a workforce in the short term on the government level,” Soloway says. Nor do they reflect cost savings from the private-sector focus on the bottom line. “It’s a competitive world,” Shenoy says. “This community has been instrumental in helping the government achieve efficiencies in many areas.”

As the insourcing debate continues, business leaders need to work with elected officials and their counterparts in government to dispel such myths, business leaders say (see sidebar). “We need to cut through the rhetoric and help the government make these decisions in a rational way,” Sheaffer says.

The Obama Administration’s own priorities may help that cause, according to Soloway. Having created the nation’s first Chief Performance Officer within OMB, the Administration is building a performance management plan expected to focus on big-picture strategic issues across all levels of government. “Some of the arbitrary nature of the insourcing may come into conflict with the broader strategic measure of driving efficiency,” Soloway says. Once the rhetoric is removed from the conversation, “outsourcing and insourcing are the same decision,” he adds. “That piece is being lost in the conversation.” **nvtc**

Mark Toner is a Reston-based business and technology writer.

Action Plans

Taking a wait-and-see approach to the ongoing insourcing deliberations is potentially risky, business leaders say.

“While we wait, all sorts of actions are being taken in the absence of clear direction,” says NVTC Board Member Jim Sheaffer, President of Falls Church-based CSC’s North American Public Sector business unit. “We need to show the value of what the contracting community does for the government.”

Business leaders can take concrete steps to help shape the ongoing insourcing deliberations—and protect their businesses and employees. Among them:

Engage with customers.

“The better customer engagement you have, the less inclined they’re going to be to cut the cord,” says Stan Z. Soloway, President and Chief Executive Officer of the Professional Services Council (PSC), the national trade association for the government professional and technical services industry.

Engage with employees.

In the blended multi-sector workforce, many contractor employees work on-site, shoulder-to-shoulder with federal employees, and have limited contact with the corporate office—in some cases, the company can’t even e-mail its own employees if they are on secure government networks. “Do you have really strong practices internally that engage employees to build a sense of corporate loyalty even though they’re not around the watercooler?” Soloway asks. “Out of sight is out of mind, and a company becomes a paycheck instead of a culture and an environment.”

While employee-friendly practices like flex scheduling and telecommuting may not be permitted in some on-site settings, “there are things you can do,” Soloway says. “Ongoing personal contact is not easy. It takes some investment.”

Communicate with groups like NVTC and PSC.

With many insourcing decisions being made on a low-level basis, communication is critical so “we have the best possible data on what’s happening,” Soloway says.

Communicate with legislators.

“Make sure lawmakers realize the economic impact of what you’re doing,” Soloway says, arguing that “the best thing for sustainable growth is long-term private sector growth.”



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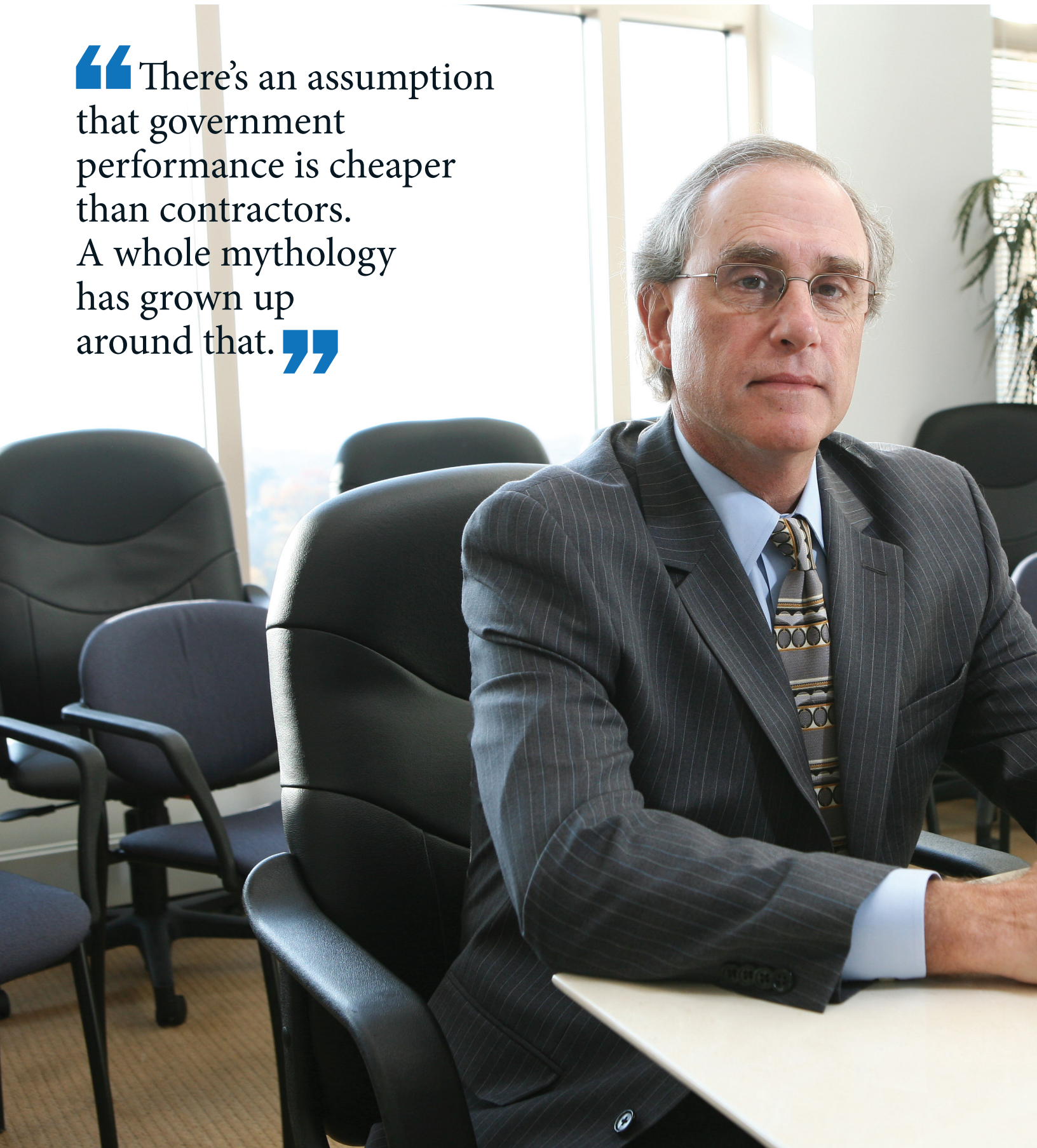
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“ There’s an assumption that government performance is cheaper than contractors. A whole mythology has grown up around that. ”





Q&A

Stan Z. Soloway, President and Chief Executive Officer of the Professional Services Council, the national trade association for the government professional and technical services industry, talks about insourcing, the effects of industry consolidation, and the state of the relationship between government agencies and contractors.

By Mark Toner

Photographs by David Kidd

nvtc [What is the current status of insourcing deliberations by the federal government?](#)

We've had battles over outsourcing and insourcing for 20 years. When Congress changed hands in 2006, it was clear there was going to be a change. Some is taking place now, and some is still being planned. It may or may not evolve to the extent that's been discussed. (See Cover Story, p. 10, for more details.)

There's a lot of uncertainty right now. (Some Department of Defense) departments are (already) setting specific targets for budget reduction based on fuzzy math and an urban mythology that's developed. They have budget bogies to hit.

nvtc [What do you mean by an urban mythology?](#)

There's an assumption that government performance is cheaper than contractors. A whole mythology has grown up around that. What they're comparing is typically one of two things: the salary

“The Obama Administration wants to reduce contracting expenditures by seven percent, or \$40 billion. I can get behind that. If you can't save seven to nine percent by doing it smarter, shame on us. That's a management agenda, not an insourcing agenda.”

and benefits of a government employee against the fully billed cost of a contractor, which ignores the overhead and infrastructure tied to each individual. It has nothing to do with total costs. Also, [some agencies] acknowledge that about half of the [region's] contractor workforce is very high in specialized skills that the government can't attract, because it knows it can't compete. If you take those workers out of the mix, the comparison disappears.

But that mythology is not only taking hold, it's being baked into some budgets. That's a significant challenge.

nvtc **What about the idea that insourcing is an attempt to regain control of inherently governmental functions?**

I absolutely agree that if something is an inherently governmental function, bring that in. If [an agency] doesn't have the resources to manage [external contractors], I agree there may be a need there as well. We acknowledge that there's a taxpayer interest and an economic interest involved. But it's [become] a philosophical issue as opposed to a substantive strategic and management issue.

Beyond these issues, the insourcing discussion should be the same as the outsourcing discussion. We're not seeing that right now. That's what we should be worrying about as taxpayers.

nvtc **Despite these ongoing challenges, you believe the Obama Administration is not pursuing an insourcing agenda. What is its goal?**

Much of what's happened predates the Administration. During the campaign, Obama had some unnecessarily harsh rhetoric about contractors, but he never said, "let's reduce the number of contractors by x." The [Administration's guidance through] the Office of Management and Budget reflects the right goal of doing things in smarter ways. The Obama Administration wants to reduce contracting expenditures by seven percent, or \$40 billion . . . by reducing unnecessary projects, or [managing] contracting more smartly. I can get behind that. If you can't save seven to nine percent by doing it smarter, shame on us. That's a management agenda, not an insourcing agenda.

There's also an opportunity with the Administration's focus on performance. Some of the arbitrary nature of the tactical insourcing we've seen may come into conflict with the broader strategic measure of driving efficiency.

nvtc **In what ways are governmental agencies attempting to hire away contractor employees?**

There are all kinds of strategies. There's a concerted effort among some agencies to "badge-flip," where contractor employees are told the [agency] is insourcing a position, so if they want to keep their job, they have to flip their badge. Signing bonuses and pay raises are being offered. There's a tremendous concern among companies that they're becoming a recruiting and training ground and never recouping the cost of [hiring employees]. The government claims we do it all the time. Our view is that it shouldn't happen either way.

The government is going to be competing for people—you can't stop that. Our concern is what happens within the narrow confines of a contractual business relationship. There are business ethics and integrity issues involved.



nvtc Another issue that's arisen involves the federal government's handling of organizational conflicts of interest, particularly as the government services industry has consolidated. What do you see happening in that arena?

Because of the horizontal integration of our industry, there are more questions about the government's ability to identify and manage solutions where there are organizational conflicts of interest (OCI). It's an issue that's been around forever, but it's gotten more complicated and challenging for both the industry and the government.

We don't think there's consensus within the government on the right direction, so we're in a wait-and-see mode to see what officially is done. As a result of some Government Accountability Office (GAO) protest decisions [however], we are seeing individual agencies implement their own OCI policies—some of which are harsh, in our opinion.

nvtc In what ways are they harsh?

In the past, the reliance has always been on building mitigation plans so the conflict of interest cannot manifest itself. Are those strategies adequate? That's the core debate right now. A point of view—which I do not subscribe to—articulated to some extent by the GAO and some people on Capitol Hill is that at the end of the day, you cannot mitigate bias. Others in government believe there are strategies to better oversee and manage mitigation efforts.

As an industry, we have to be sympathetic to the idea that [consolidation] has changed the dynamics for both industries and the government alike. But such a radical departure [from mitigation plans] would suggest we would have to do some significant restructuring and is not realistic. There has to be some middle ground, and that's where the debate is right now.

nvtc What about personal conflicts of interest?

That's a unique issue that emerges in our industry because we have a blended or multi-sector workforce—many of our employees work shoulder to shoulder on-site, doing the same work done, or recently done, by government employees. But the argument goes that the rules by which they operate are different—government employees have financial disclosure requirements, gift bans, post-employment restrictions. As we have grown this multi-sector workforce . . . it's a legitimate issue to discuss what are appropriate ethics rules that should be applied to government contractors—especially the senior ones with significant influence and input.

There's no cookie-cutter approach to this. I'm optimistic it's going to be a fairly balanced view.

nvtc You've also said that the government's auditing procedures have changed significantly. What issues of concern exist there?


The government has a right to have transparency and accountability of their dollars, but there's great concern that auditing in many areas is spinning out of control, and that the quality of audits is getting worse. The process is being replaced with a black-and-white,

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“I spend a lot of time with government folks and industry folks, and I don’t see any change in the desire to work together.”

guilty or not guilty [approach] with no room for negotiating. Issues have arisen where initial audit findings are presumed to be sacrosanct. That has huge implications. It’s increasingly difficult to have a healthy, productive conversation with auditors.

There’s a huge difference between audit independence and audit isolation. There’s increasing isolation on the audit side, which makes it much more difficult to come to conclusions that reflect the realities of whatever’s taking place in the contract.

nvtc You’ve been involved on both sides of the relationship between government agencies and their contractors since you worked in the Department of Defense for the Clinton Administration. How has that relationship changed over time?

By and large, it’s not the relationship between the two parties that’s under strain. It’s pressures outside of that relationship that has put it under strain.

There’s an urban mythology that contractors are outrageously expensive, that they don’t have the government’s interest at heart, and that they can’t be trusted. As a result, government [officials] feel pressure not to appear to be too close—and I don’t mean a closeness that would violate ethics rules, but the closeness that’s part of a good business relationship.

This harkens back to the early 1990s, when the [Clinton Administration] pursued reform legislation. I’ll never forget one witness during the hearings, a retired Army colonel who had become a small business owner. What he said was that when he went into the private sector, one of the things he learned was that a sign of excellence in a company is the degree to which it communicates with its customers, and he said that he wasn’t allowed to do that [with his government clients]. That was pre-reform. I’m concerned that [current pressures] are making it more difficult to build that kind of relationship.

In a good partnership, you can fight like cats and dogs to settle disagreements, and then move on. I spend a lot of time with government folks and industry folks, and I don’t see any change in the desire to work together. **nvtc**

Mark Toner is a Reston-based business and technology writer.

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Innovators and Entrepreneurs

Entrepreneur Center Teaming Event Draws Over 150 Attendees

On Tuesday, October 9, The Entrepreneur Center @NVTC hosted over 150 attendees for the first program in its 2009-2010 event series. The event focused on best practices for teaming in the government contracting space.

Nineteen prime contractors from the region participated by talking with and educating smaller businesses about how to do business with established companies, what types of partners they are looking for and potential opportunities for teaming in the future. The event also featured an exciting panel that comprised NVTC Board member Deepak Hathiramani of Vistrionix, Norman Byers of Strativest and Richard Fogel of Lockheed

Martin. The panel touched on a variety of topics including best practices for teaming, ways to approach partnering relationships and transitioning from being a small business sub-contractor to being a small business prime contractor. Nick Wakeman of *Washington Technology* served as the moderator of the event.

Special thanks to the prime contractors who participated in the event: ACS; Apptis; CACI; CGI; CSC; Deltek; General Dynamics Information Technology; GTSI; Harris Corporation; HP Enterprise Services; IBM Global Business Services—Public Sector; ICF International; ManTech International; Microsoft; Noblis; SAIC; Serco; Sprint; and VeriSign.



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Left to right: Vic Romita, IBM; Dorothy Callahan, IBM; and Emmanuel Coutoulakis, AccessibleTech, Inc., at The Entrepreneur Center @NVTC's October teaming event.

Entrepreneur Center FastTrac® Tech-Venture™ Program Wraps Up Fall Session, Looks Ahead to Spring

The Entrepreneur Center @NVTC concluded the inaugural session of a new education program for entrepreneurs, FastTrac® TechVenture™, in November. On December 17, the program graduated 12 companies that had the opportunity to refine business ideas and write business plans, hear real world stories from guest speak-

ers and take part in coaching sessions, as well as make connections with leaders in the technology community.

A special thanks to sponsors KnowledgeBank, Pillsbury and Reznick Group, and to coaches Brien Biondi, Mike Devine, Cindy Ingram, Doug Ingram, Matt Koll and Steve Meltzer who spent 10 weeks working with the entrepreneurs.

If you missed out on the first session, there is still time to apply for the spring session, which

kicks off in March. The deadline for applications is 5:00 p.m. January 19, and the sessions will run every Tuesday from March 2 – May 11, from 6:00 – 9:00 p.m. For more information, visit the Entrepreneur Center website at <http://www.nvtc.org/tec/fasttrac.php>.

Created by Kansas City-based Ewing Marion Kauffman Foundation, the largest organization in the nation solely focused on entrepreneurial success, FastTrac® has had nearly 300,000 entrepreneurs over the last 16 years participate in the program. The Entrepreneur Center received its FastTrac® certification in April 2009.

Run! Geek! Run! A Success Again This Year

Nearly 500 runners descended on West Potomac Park on Halloween morning for the Second Annual Run! Geek! Run! 8K to benefit the Equal Footing Foundation. A DJ played upbeat music to get the runners pumped up for their early morning five-mile run from West Potomac Park to Hains Point and back. NVTC President & CEO Bobbie Kilberg, the official race starter, thanked everyone for coming out and gave final instructions before sending the runners on their way.

Mary Davison of Bristow, Va., won the women's race in a time of 31:06, while Bill Bray of Fairfax, Va. won the men's race with a time of 28:06. In the team competition, Quantico Orienteering

Club took the title with Near Infinity coming in second place followed by Team Leros in third. For a complete list of results, including age group results, visit www.runwashington.com. To see pictures from this year's race, visit <http://www.nickessler.smugmug.com/Events> and click on Run! Geek! Run!

The race committee is already planning for Run! Geek! Run! 2010. Contact Evan Weisel at evan@w2comm.com to learn how your organization can get involved and help the Equal Footing Foundation! **nvtc**



PHOTOGRAPHS BY NICKESSLER.COM



Above: And they're off at the Second Annual Run! Geek! Run! 8K on Halloween. Left: Female winner Mary Davison crosses the finish line cheered on by Equal Footing Foundation President/ Executive Director Colleen Hahn, Benjamin Weisel and NVTC President & CEO Bobbie Kilberg.

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Ted Hengst and Tanner rally the Harris Corp. team at the Greater Washington Region Start! Heart Walk to benefit the American Heart Association.

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Favorite NVTC memory:

Meg Whitman speech (former President and CEO, eBay). It was inspiring to hear her story of leaving a comfortable career to take a chance on a dot-com and then build the company to what it is today. Memorable line: “The 30 people at the company when I started were not the same people that we needed when we grew to \$6B.”

Value of NVTC membership is:

Engaging with other technology professionals and members of the state, local, education and business communities to leverage the value of their diverse perspectives in advancing our industry.

“Routine” work day includes:

Starts with an early work-out; in the office by 7:30 a.m. Most days consumed with customer, partner and internal meetings focused on growing and executing our business. Usually home by 7:30 p.m. to relax, read and prepare for the next day.

What’s your view of the current economy?

In a word – unsettled – marked by certain signs of market recovery, yet showing no real progress in key areas, such as job growth.

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Last book you read:

South of Broad by Pat Conroy.

Favorite movie of all time:

Chinatown—suspense, twists, and unexpected ending.

Top vacation destination:

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Words of advice for emerging entrepreneurs:

Build a strong team based on trust. Trust is the foundation for acting quickly and confidently in just about any business situation.

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Mission

The Northern Virginia Technology Council (NVTc) is the membership and trade association for the technology community in Northern Virginia, and is the largest technology council in the nation. NVTc has more than 1,000 member companies representing approximately 200,000 employees. Its membership includes companies from all sectors of the technology industry and the service providers that support those companies, as well as universities, foreign embassies, non-profit organizations and governmental agencies. NVTc is recognized as the nation's leader in providing its technology community with networking and educational events; specialized services and benefits; public policy advocacy; branding of its region as a major global technology center; initiatives in targeted business sectors; and in the international, entrepreneurship, workforce and education arenas; the Equal Footing Foundation, a 501(c)(3) nonprofit charity that serves local area youth; and The Entrepreneur Center @NVTc which mentors new technology entrepreneurs.

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SAFEGUARDING PERSONAL DATA IS SMART BUSINESS

Personal information shared over the Internet fuels a wealth of business and public-sector activities, from processing

credit card transactions on e-commerce Web sites to providing citizens with access to e-government services and records. However, as organizations handle growing volumes of personal data and use it in more diverse ways, they also must contend with greater risks of data leakage, theft and misuse.

Widely publicized reports of data breaches and rising consumer anxiety about identity theft are threatening to dampen the growth of online commerce and services. Organizations that fail to protect customers' personal information face damage to their reputation, lost market share, financial penalties and regulatory sanctions.

In the Internet age, managing users' personal information in a manner that derives maximum value from the data while also guarding it against unauthorized disclosure and abuse is imperative for organizations of all kinds. A comprehensive framework of data governance policies, processes and supporting technology tools can help organizations achieve these dual objectives.

Data governance starts with examining how information is used by various systems and applications as it flows throughout the organization. To begin with, organizations should collect only the minimum information necessary, implement privacy safeguards on that data, and address consumers' expectations of control in how their personal information is gathered and used. As information is stored, updated, processed and transferred in various ways, it also requires strong protective controls. When personal information becomes outdated or is no longer useful, an organization

should enforce consistent policies for deleting or securely archiving the data.

Once an organization has assessed these key stages in the information management life cycle, it can better evaluate software products and services to support its data governance objectives. The technology framework should be grounded in software that is designed and built for maximum security and privacy. Microsoft addresses this need through rigorous standards in our Security Development Lifecycle and Microsoft Privacy Standard for Development, as well as with the tools in Microsoft's Visual Studio® development environment and the continuously evolving protections available via the Microsoft Update service.

Organizations also need effective controls for verifying users' identities and managing their access to information and applications. Microsoft offers technologies that protect personal information from unauthorized access while seamlessly facilitating its availability to legitimate users. To help IT administrators comply with myriad internal policies, government regulations and consumer demands for better control over personal informa-

A well-conceived data governance framework can help boost organizations' efficiency and free up resources to better serve customers and citizens.

tion, Microsoft provides auditing and reporting tools designed to simplify operations, reduce troubleshooting time and improve planning.

Beyond protecting the security, privacy and integrity of personal information, a well-conceived data governance framework can help boost efficiency and free up resources to better serve customers and citizens. When approached in this way, it becomes not just a necessity but a source of organizational and customer value.

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