

# Technology Business Management Agency Case Study: U.S. Department of Justice (DOJ), Executive Office for Immigration Review (EOIR)



*"TBM helps us move closer to data-driven decision making."*

- Mike Barylski,  
Director - Governance, Planning, and Support

<b>Agency</b>	U.S. DOJ EOIR
<b>Resources</b>	Dedicated FTE within EOIR, additional SMEs across the organization, contract for TBM software
<b>Start of TBM Effort</b>	2014
<b>IT Budget (FY2016)</b>	\$60 million
<b>Point of Contact</b>	Glenn Acton, IT Project Manager Michael Barylski, Director – Governance, Planning, and Support
<b>TBM Progress as of</b>	August 2017



## BACKGROUND

The U.S. Department of Justice (DOJ), Executive Office for Immigration Review (EOIR) is a small bureau focused on adjudicating immigration cases and administering U.S. immigration laws. The EOIR has fewer than 2,000 employees across 70 locations.

Three years ago, EOIR began its IT transparency effort by creating an internal categorization of IT spending. The initial effort, separate from Technology Business Management (TBM), created visibility into expenditures and allocations of IT resources. With the introduction of the standardized TBM framework, EOIR decided to adopt it and recognized its strong alignment with the agency's ongoing efforts.



## TBM IMPLEMENTATION JOURNEY

EOIR began its implementation in the Office of the Chief Information Officer (CIO). Though EOIR already provided a showback of costs to their customers, the office also wanted a more accurate way to show the value of IT purchases. EOIR adopted the standardized TBM taxonomy to improve the showback model.

EOIR's TBM implementation benefited from existing initiatives and structures. Throughout DOJ, the Investment Services Classification Apportionment (ISCA) effort, led by the Justice Management Division (JMD), standardized the agency's IT investment reporting to align with the Capital Planning and Investment Control (CPIC) requirements. These ISCA codes were later used to facilitate TBM cost pool and IT tower mapping. In addition to this data standardization effort across DOJ, each component manages its own funding. As a result, EOIR was able to use the ISCA codes, in combination with its own financial data, to begin TBM implementation.

As TBM implementation continues, EOIR's next steps include:

- Expansive rollout plan focused on educating leadership and stakeholders in other departments about the value of the TBM Framework;
- Improved showback model for customers;
- Use of TBM data to respond rapidly to JMD's IT-related data calls.



## CHALLENGES

**Closing data gaps:** EOIR began implementation with adequate cost transparency data but still faced challenges including infrastructure data that was incomplete. Cost transparency data is strictly related to budget (formulation and execution) while infrastructure data is more related to IT management (assets, utilization, etc.). After initial cost transparency data is processed through the TBM taxonomy, the focus will shift to compiling more complete infrastructure data. The team expects that additional data gaps may be identified and closed throughout the implementation process.

**Capturing data:** EOIR continues to investigate additional data capturing automation techniques including the possibility of implementing system driven planning modules for tighter data integration. EOIR also plans to push for integration with the current financial management system to eliminate or reduce the need for exporting data.

**Communicating the value of TBM:** Leadership across the organization needs to understand the value of TBM and how it can support the mission. Typically, TBM is understood as an abstract IT initiative, but it must be more broadly understood as many areas in the agency can benefit from additional IT cost transparency. For example, CFOs can benefit by being able to make informed financial decisions regarding IT spend and senior leadership can engage in more data-driven discussions about how IT can best support mission goals. EOIR is working on a robust rollout plan that will demonstrate the value of this initiative.



## LESSONS LEARNED

**Resource access is critical:** To accelerate the pace of TBM implementation, the EOIR team needs more staff resources to help communicate the message and value across the agency. Collaborating with internal subject matter experts to further refine the cost pools and IT towers will help with these communication challenges. Having access to additional resources at the beginning of the journey would have significantly increased early support from stakeholders.

**Software will not “do” TBM for you:** Procuring TBM software doesn’t need to be the first step in TBM implementation. Before initiating any procurement actions, work to gather and analyze data and identify which IT costs should initially be modeled. If a commercial off-the-shelf tool is selected, ensure that the team and vendor implementing the solution thoroughly understand how the application functions and how to relay Federal Financial Management processes.

**Process can be a benefit:** TBM can help IT managers make better decisions and effectively communicate the value of IT to agency leadership. In addition, the TBM journey can yield numerous benefits including data clean-up, silo reduction, greater transparency and helping to answer data calls. The EOIR team is also working to achieve even more, including using the data to help IT managers at all levels understand and better evaluate costs.

To learn more about the TBM initiative, visit [CIO.gov/agenda/sustainability-transparency/tbm](https://CIO.gov/agenda/sustainability-transparency/tbm)

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