# Governor's Office of Information Technology FY14 Playbook

*August 2013*

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# Letter from Secretary Russell

"If everyone is moving forward together, then success takes care of itself." - Henry Ford

*Dear Employees and Colleagues:*

*I am pleased to introduce the Governor's Office of Information Technology FY14 Playbook and am excited about this next year and the many opportunities that lie ahead for our organization. I am deeply committed to having a well-developed strategy and to setting a direction that is clear, targeted and well understood across OIT, as well as externally, by our customers, partners and key stakeholders. With this year's Playbook, we have invested significant more time and effort to include others in charting our course and identifying the work that will be most meaningful for our customers and for all Coloradans.*

*This year will be about moving forward and "Achieving More Success." Two years ago we focused internally to build a strong consolidated foundation from which to operate, and FY13 was the "Year of the Customer" in order to focus externally on improving service delivery. This year, we will launch from this base to start delivering more for our customers to enable their and our own success.*

*We intend to continue building our relationships with our customers and aligning our work with their goals and priorities. We plan to break down old barriers of functional disciplines and siloed approaches to information technology and leverage our consolidated, shared services structure by implementing enterprise service delivery management (SDM). SDM will drive service quality and accountability. This base will also allow us to continue building the secure enterprise platform upon which we will not only modernize our aging legacy IT systems, but also deliver more innovation to Colorado.*

*In addition, we will leverage our strengths to be a compelling place to work where IT talent will feel compelled to join and stay and seek out opportunities to serve their community. By integrating our recently defined OIT Values: Service, Teamwork, Courage, Integrity and Respect, into the way we work together and with our stakeholders, we will keep moving toward a high-performing organization.*

*We plan to leverage our consolidated structure to achieve cost savings, better service quality and increased innovation from our vendors. Through our legislative partners we intend to foster accountability and obtain necessary financial investment. Lastly, we will work diligently to further develop our partner relationships in order to strengthen the state's technology infrastructure and industry in order to support and drive economic strength and revitalization in every corner of the state.*

*Please take the time to review this Playbook so that you can understand your vital role in helping us in its execution. My sincere thanks in advance for your support of our direction this year to "Achieve More Success!"*

**Kristin D. Russell**
Secretary of Technology & Chief Information Officer
The State of Colorado - Governor's Office of Information Technology

# Strategic Planning Process

## How Does It All Fit Together?

# Office of Information Technology Value Proposition & Priorities

## Office of Information Technology Value Proposition

***To enable the effective, efficient and elegant delivery of government services through trusted partnerships and technology.***

## Office of Information Technology Priorities

The Office of Information Technology has six strategic priorities. We envision that these priorities will be in place for the long-term. What will change from year to year are the initiatives that we choose to pursue for each priority. The next sections describe our plans for each of the priorities in FY14 and beyond as well as what we plan to specifically achieve this fiscal year.

# OIT Values

**Service**
*"The highest of distinctions is service to others."* — King George VI
Intentionally and generously serving others for a better Colorado.

**Courage**
Advocating for the innovation and change needed to transform government into an effective, efficient, and elegant functioning organization. Proactively and positively addressing tough issues with each other and our customers.

**Teamwork**
Working cooperatively and collaboratively with others everyday and to resolve difficult challenges. Contributing equally and promoting an open, collaborative environment that improves morale and encourages cooperation. Positively promoting the reputation of the team with others internally in OIT and externally with our customers.

**Respect**
Consistently conducting ourselves in a way that shows respect to others. Appreciating the role, diversity and contribution of others we work with, both internally and externally.

**Integrity**
Demonstrating the highest level of integrity, truthfulness and honesty through our personal conduct. Inspiring confidence and trust in the Governor's Office of Information Technology.

## CUSTOMER SUCCESS

*We will enable our customers, the state agencies and departments who serve all Coloradans, to be national leaders. We will honor our commitments, provide reliable, consistent and high quality services, communicate openly and be a trusted advisor in helping our customers solve their toughest problems.*

FUTURE STATE:

- We are the trusted and preferred provider and broker of IT services.
- We have simple, uncomplicated engagement with our customers.
- Our customers clearly understand our services and costs.
- There is viral adoption of OIT leading to customers advocating for OIT.
- OIT strategy is coordinated and aligned with customers and has a well defined stakeholder governance.
- Customers have confidence that we can meet their changing business needs, and we proactively provide them with creative and cost effective solutions.
- Conversations with customers are focused on business problems and solutions, not technology.
- We provide reliable, relevant, timely and valuable information for customers to make the right business decisions.
- We are proactively engaged in our customers' business planning cycles.
- We work to reduce costs for our customers and drive efficiencies for the state.
- Colorado is an award-winning, nationally recognized leader whose IT programs are modeled by others.

CURRENT STATE:

- We understand our impact on end-to-end customer service delivery.
- We have improved our customers' understanding of the importance of security.
- Customers understand that we are critical to meeting their business needs, but don't always understand enterprise IT and can be threatened by the statewide point of view or solutions.
- We are making improvements in how our customers engage with our services.
- Customers often need to escalate for resolution, but when that occurs we respond quickly and efficiently.
- We work in tandem with our customers to understand their business needs.
- We are improving the communications and marketing of our services.
- Customers often don't understand the organizational journey that OIT is on and the start-up nature of our environment.
- We recognize the need for OIT champions and Service Delivery Managers and have the need for more.
- Cross-functional communication within OIT is improving, however it is still fragmented and can be frustrating to our customers.
- Some customers understand the value of OIT but lack the confidence in our ability to deliver consistently.
- We don't fully understand how we impact our customers' experience and productivity.

- OIT employees feel stress over having to choose between OIT and agency priorities.
- Customer expectations often exceed what/how they are currently funding and financially supporting OIT.
- We are learning the importance of IT/Business governance, but have room to grow in institutionalizing it across the state or in all cases.

FY14 STRATEGY

Maximize Customer Relationship Management to become a trusted and preferred provider and a broker of IT services

FY14 INITIATIVES AT A GLANCE:

- Solidify role of IT Director as Business Relationship Manager (M. Richey)
- Drive standard Agency IT governance processes and roles (M. Richey)
- Establish consistent Agency IT strategic and budget planning (M. Richey)
- Establish end user Client Experience Team (M. Richey)
- Develop customer loyalty measure (M. Richey)
- Align OIT performance measures with customer performance measures (K. Welch)
- Improve transparency and understanding of OIT services and billing (B. Berlin)
- Establish Executive Steering Committee and governance for I2E implementation (B. Berlin)

## PEOPLE

*People are the foundation of our success. We will attract, develop and retain the best talent for OIT by fostering a values-based culture of empowerment, high performance and mutual respect.*

FUTURE STATE:

- We have a high performing organization in which roles and processes are known and employees are engaged.
- We only commit to work that we have the capacity to deliver.
- Our employees are our best reference.
- Our employees represent the OIT values.
- Our leaders attract and build capable, passionate, results-oriented teams.
- People seek out opportunities to work in our organization; we have our pick of the best talent.
- Our employees are collaborative, trustworthy, engaged and eager to share knowledge and best practices.
- We reward creative, positive, collaborative, "can do" attitudes not patterns of negativity or siloed thinking.
- We support and serve one another to ensure organizational success.
- Our employees actively support and promote the enterprise direction.

CURRENT STATE:

- Employees feel their work is meaningful.
- There are motivated and engaged "change agents" across OIT, and this trend is growing.
- We are building toward being a high-performing enterprise IT organization.
- We have substantially improved internal organizational-wide communications and need to continue efforts to improve cross-functional communications and agency communications.
- Employees crave professional development and training. Resources for this are improving.
- We continue to have critical skill gaps to support the ever-changing IT landscape.
- Our performance management program now aligns to our strategy, goals, and values.
- We are making significant strides in our talent acquisition process, but are not consistently leveraging employee referrals.
- We are severely lagging the market in our ability to attract, retain, and compensate employees.
- Some employees remain aligned with their previous agency, creating a decentralized, non-cohesive culture.
- Our top performers feel overloaded and overwhelmed.

STRATEGY

Be a compelling place to work

FY14 INITIATIVES AT A GLANCE:

- Implement values rollout strategy (K. Welch)
- Create OIT's strategic workforce plan (M. Katz)

- Rollout non-classified compensation structure (M. Katz)
- Establish Employment Value Proposition (M. Katz & J. Roe)
- Create a plan for a flexible, centralized work environment for OIT (K. Welch & B. Berlin)
- Create coaching capability and culture for use internally and externally (K. Welch)

# INNOVATION

*We will provide strategic, sustainable solutions using emerging technologies that align with the business needs and deliver both short- and long-term value for the state and all Coloradans.*

FUTURE STATE:

- IT services are available anytime, anywhere, on any device.
- We foster and seek out innovative solutions that are thought provoking and forward-looking.
- Our customers trust us to innovate their systems and processes.
- We lead emerging technology adoption and encourage calculated risk taking.
- OIT's roadmap for technology strategy and adoption aligns to the business needs.
- We integrate green IT best practices into and throughout our solutions.
- We challenge ourselves to think "outside of the box" and question the status quo.
- We are open and transparent and do not assume that we have all the ideas.

CURRENT STATE:

- We have an established IT roadmap.
- We have established a standards process and are beginning to publish standards.
- We are beginning to challenge ourselves to think "outside the box".
- We are beginning to be perceived as innovative.
- We often encounter risk-aversion with our customers that can hinder adoption of new innovative, IT services.
- We are moving faster than typical government entities.
- We have added new tools and technology but still have room to improve business enablement through more mature change management processes.
- We are starting to think about sustainability, but we still lack green IT initiatives.
- Mission critical services continue to be hosted on end-of-life hardware and software platforms, but some have been upgraded and modernized.
- We are reactive to new requirements rather than forecasting and anticipating our customers' needs.

STRATEGY

Drive government innovations to deliver big ideas.

FY14 INITIATIVES AT A GLANCE:

- Identify/inventory customer big ideas for innovation (S. Hammons & M. Richey)
- Improve efficiency through innovative use of disruptive technologies (S. Hammons)
- Address customer risk-aversion to drive adoption of innovative solutions (M. Richey)

## SERVICE EXCELLENCE

*We will deliver timely, secure, agile, cost effective, sustainable, high quality IT services that meet and exceed business requirements.*

FUTURE STATE:

- We deliver our services with high quality at a competitive price.
- We are resourced to meet business and technology needs.
- We use relevant metrics to determine if we are meeting defined service levels.
- We constantly seek to improve our operational efficiency by leveraging service innovation initiatives, partners and products.
- We deliver centralized, consolidated enterprise computing solutions that capitalize on shared services and economies of scale.
- We consistently work to reduce costs and improve efficiency for the state.
- We have complete responsibility for all IT-related spend across the agencies and have an elegant, fair and efficient chargeback model.
- We are agile, flexible and provide the right solution at the right time to meet business needs.
- We are proactive in identifying potential problems and their solutions.
- We deliver quality projects on time, on budget and within scope.
- We strike the right balance between process and getting things done quickly.
- We accept that failure will happen if we are taking the appropriate amount of risk. We learn from our mistakes.

CURRENT STATE:

- We have standard Service Level Commitments (SLCs).
- We are improving in the collection and analysis of metrics that report on the degree of operational excellence.
- We are effectively managing escalations and emergencies, but are still very interrupt-driven.
- We still maintain some siloed computing environments.
- We lack total control of IT operating budgets.
- We have inconsistent mechanisms to improve service based on lessons learned.
- Sense of urgency and client impact are more apparent in notifications and problem management processes.
- We need to transition from measuring to managing quality.
- We lack standards and processes around consistent service delivery leading to over-reliance on "heroes."
- We are making good progress toward delivering the basics consistently and well.
- Our many decentralized work locations contribute to a lack of process consistency and collaboration.
- We are starting to establish Service Delivery Management for critical enterprise services.

STRATEGY

Adopt end-to-end Service Delivery Management to deliver enterprise-class IT services

FY14 INITIATIVES AT A GLANCE:

- Improve efficiency and reduce complexity of the enterprise application portfolio (S. Hammons)
- Define OIT internal system architecture, tools, and interfaces (S. Hammons)
- Provide secure, robust, fast next generation network (M. Dillon)
- Enable an external enterprise cloud computing environment (M. Dillon)
- Improve end-to-end Service Delivery Management across OIT (S. Hammons)
- Develop organizational process improvement plan including LEAN (K. Welch)
- Mature service operational processes to enterprise IT levels: change management, incident management, service desk automation & self-service (M. Dillon)
- Implement financial reporting to support OIT as a service-based organization (B. Berlin)
- Mature our resource management process (B. Berlin)
- Modernize key systems/services: COFRS/CORE, UI/WyCAN and CBMS (S. Hammons)
- Establish and increase end-user service market share for Google applications (M. Dillon)

## INFORMATION SECURITY

We will protect the confidentiality, integrity and availability of state and citizen information. We will be compliant with all federal and state policies and requirements.

FUTURE STATE:

- We use an information driven approach to security to make better business decisions for innovative service delivery and risk reduction.
- Security is managed through the entire information and asset life cycle.
- State employees understand their role and responsibilities in security.
- Security decisions are based on risk and cost and involve our customers.
- Security is perceived as business enabling.
- We use relevant metrics to determine whether we are meeting compliance and security standards.
- Colorado's security program leads the nation for government security.
- We foster and deliver proactive security services through cost-effective, essential and progressive approaches.
- Coloradans have confidence in state government protecting their data.
- We continually reduce the state's exposure to risk.
- We do our part to meet our compliance and audit responsibilities and address audit findings based on risk.

CURRENT STATE:

- Information necessary to make good, risk-based security decisions is not always available or sufficient.
- Security is managed through the entire information and asset life cycle for all new, major applications.
- We can still improve state employees understanding of their role and responsibilities in security.
- Security decisions are typically based on risk and cost and involve our customers; however, this process can and should be better formalized, documented, and streamlined.
- Oftentimes, security is perceived as just another "check box".
- Colorado's security program continues to mature and has been recognized regionally for its efforts.
- Coloradans have increased confidence in government protecting their data, but more outreach is necessary.
- We have successfully changed the conversation from security to risk reduction but lack accurate, quantitative, and real time measures of enterprise risk.
- Audit and compliance decisions are typically viewed as an "all or nothing" scenario.

STRATEGY

Deliver "Secure Colorado"

FY14 INITIATIVES AT A GLANCE:

- Implement and operationalize the 'First 5 Controls' (J. Trull)
- Implement a standardized risk management framework for all state agencies (J. Trull)
- Develop real-time system security evaluation & monitoring (J. Trull)

# TRUSTED PARTNERSHIPS

*We will cultivate and strengthen existing partner relationships and develop new partnerships necessary for successful and innovative service delivery.*

* Partners are organizations, companies, governmental agencies, etc. whom we (OIT) engage with in order to provide effective, efficient and elegant IT services. They are not our customers.

FUTURE STATE:

- We have key, strategic public and private partners that deliver high quality solutions and are trusted advisors.
- We have strong external partnerships, which enable us to deliver successful, innovative business solutions.
- We establish win-win relationships with key partners that are mutually beneficial.
- Our partners create, propose and deliver market-leading innovative enterprise solutions.
- Vendor management and contract negotiation are core competencies.
- We have a mechanism to identify, evaluate and manage partnerships.
- OIT provides the "storefront" for all IT vendor engagement and IT procurement activities across the state.
- We create and participate in national, regional and local alliances to deliver more effective and efficient services.
- We develop a robust, sustainable, efficient and effective state IT enterprise through diverse vendor partnerships.
- We have an easy and elegant way to request and purchase IT services on behalf of the state.

CURRENT STATE:

- Vendors have a better understanding on how to engage with us and our priorities based on our Playbook and Plan-Build-Run organizational model.
- Vendors are now engaging with OIT versus selling directly to the agencies.
- We are actively seeking new relationships with all levels of government and the private sector. This is resulting in job and economic development growth for Colorado.
- We have some strong legislative partners and need to proactively engage the newly formed Joint Technology Committee.
- We are still developing a strong vendor management function and the ability to hold vendors accountable and align them to our strategy and vision.
- We can still improve data transparency
- We are still not fully capitalizing on all economies of scale and bulk purchasing opportunities.
- Vendors still seem to be confused about internal state procurement processes and requirements.

STRATEGY

Create a sustainable ecosystem of partnerships that strengthen the Colorado technology industry and leverage enterprise influence to drive cost-effective, innovative vendor solutions for the state

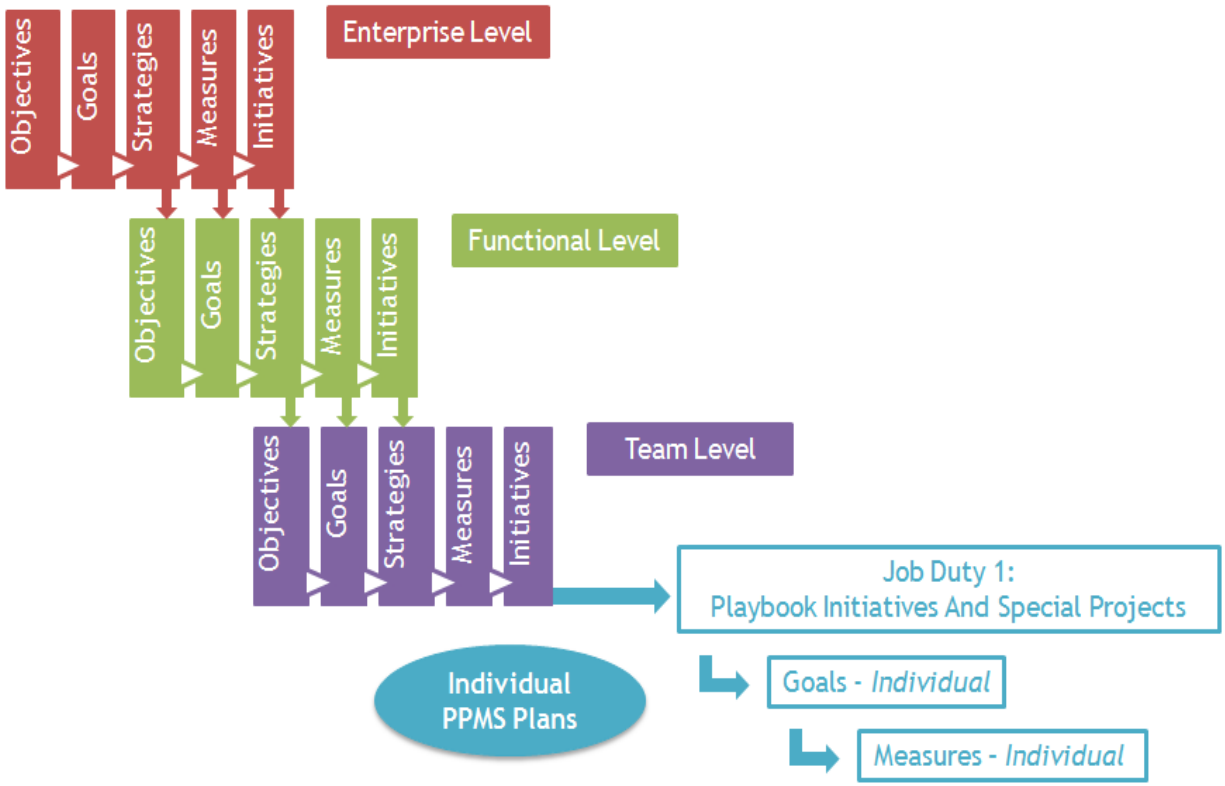
FY14 INITIATIVES AT A GLANCE:

- Create legislative agenda with legislative outreach program (J. Roe)
- Market/communicate OIT successes (J. Roe)
- Operationalize the Vendor Management Office function (B. Berlin)
- Identify alternative funding and partnership opportunities to sustain broadband mapping and planning activities (M. Coughlin)
- Establish governance and begin statewide planning for the Nationwide Public Safety Broadband Network (M. Coughlin)
- Develop and launch E2E [Emerging to Enterprise] in partnership with Colorado Technology Association [CTA] (M. Coughlin)

# ELT Call to Action for OIT Team

This FY14 Playbook is the Governor's Office of Information Technology roadmap for the fiscal year. The priorities and initiatives discussed in this document involve a lot of hard work that must be carried out by each of us on a daily basis.

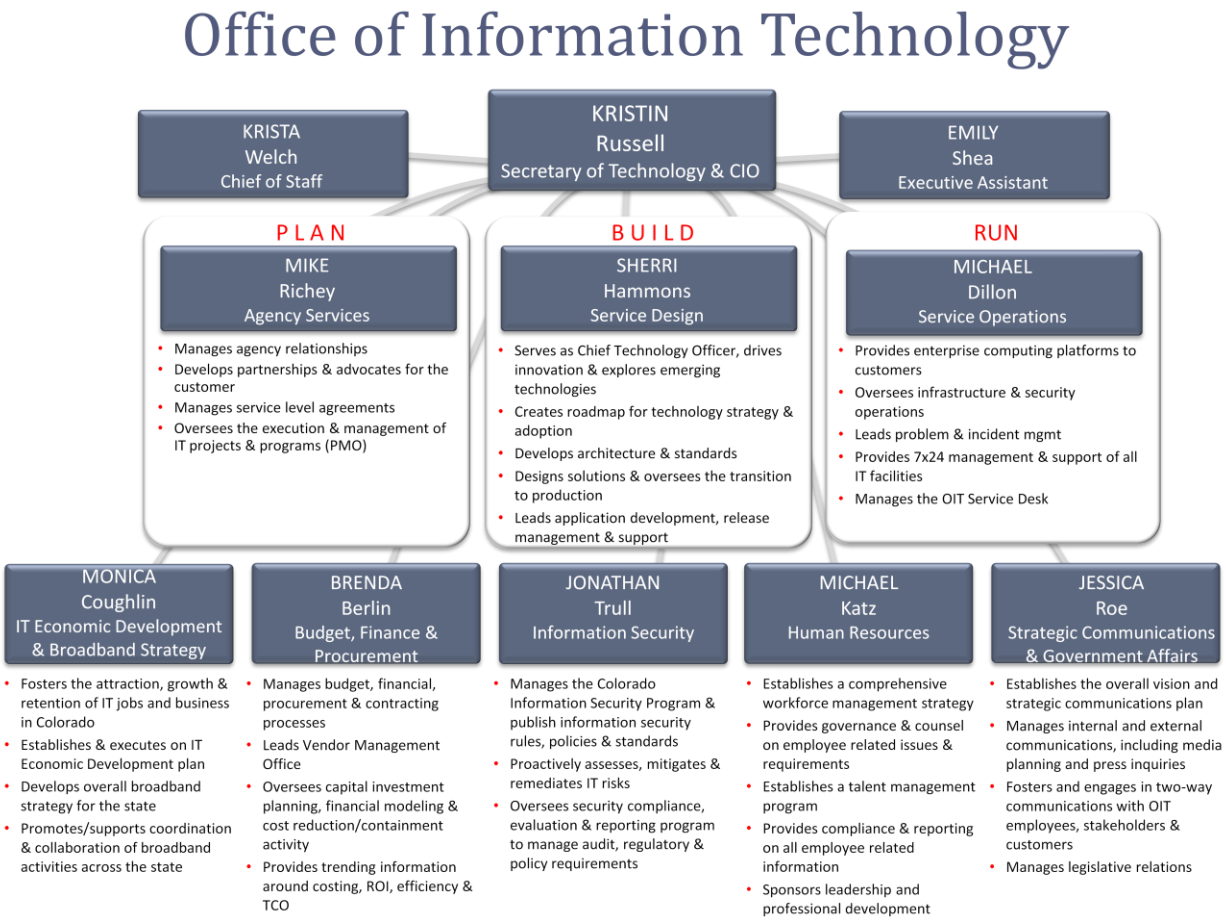
In order to achieve more personal success and contribute to OIT and our customers' success, please make sure that your personal roadmap – your FY14 Performance Plan – is aligned to support these priorities and initiatives. Meet with your manager to talk about how you can support the OIT strategy and initiatives, either directly or indirectly. Each of you plays an important role in impacting OIT's performance and ultimate success.




All initiatives will be actively tracked and posted on OIT Plaza. There will also be a quarterly communication sent to the organization to let you know how we are doing in delivering against the initiatives outlined in this Playbook.

Thank you all for your time, attention and support!
*The OIT Executive Leadership Team*

# APPENDIX A - OIT Organizational Structure



# APPENDIX B - Enterprise OIT OGSM

## FY14 ENTERPRISE OIT OGSM*

*Objective: Ensure effective, elegant and efficient delivery of government services through trusted partnerships and technology.*

| GOALS | STRATEGIES | MEASURES | PLAYBOOK INITIATIVES |
|---|---|---|---|
| Achieve 80% customer satisfaction & loyalty<br><br>Achieve 10% cost avoidance & savings<br><br>Increase employee engagement by 10% by Q2 FY16<br><br>Increase IT Jobs in Colorado by 25,000 by end of FY18<br><br>Increase mobile & online citizen engagement by 15%<br><br>Increase statewide investment in OIT by 5-10% to meet business needs and the rapidly changing technology environment | **CUSTOMER SUCCESS**<br><br>**Maximize Customer Relationship Management to become a trusted and preferred provider and a broker of IT services** | • 100% of agencies have formal IT governance structures in place<br>• 100% of agencies have an IT strategic plan including IT budget plan (consistent format)<br>• OIT appropriations restructured in the Long Bill to industry standard level<br>• State investment in IT at industry standard level<br>• Increase time spent coaching employees outside of OIT | • Solidify role of IT Director as Business Relationship Manager (M. Richey)<br>• Drive standard Agency IT governance processes & roles (M. Richey)<br>• Establish consistent Agency IT strategic and budget planning (M. Richey)<br>• Establish end user Client Experience Team (M. Richey)<br>• Develop customer loyalty measure (M. Richey)<br>• Align OIT performance measures with customer performance measures (K. Welch)<br>• Improve transparency & understanding of OIT services & billing (B. Berlin)<br>• Establish Executive Steering Committee and governance for I2E implementation (B. Berlin) |
| | **PEOPLE**<br><br>**Be a compelling place to work** | • <13% regrettable turnover<br>• <3% high potential/high-performer turnover<br>• 90% vacancies filled within 60 days<br>• 100% employees have performance plans<br>• 100% of development plans for targeted employees | • Implement values rollout strategy (K. Welch)<br>• Create OIT's strategic workforce plan (M. Katz)<br>• Rollout non-classified compensation structure (M. Katz)<br>• Establish Employment Value Proposition (M. Katz & J. Roe)<br>• Create a plan for a flexible, centralized work environment for OIT (K. Welch & B. Berlin)<br>• Create coaching capability & culture for use internally and externally (K. Welch) |
| | **INNOVATION**<br><br>**Drive government innovations to deliver big ideas** | • 3 regional or national innovation awards<br>• 5 LEAN projects implemented with 10% reduction of waste<br>• 20% of budget spent on next generation state workforce productivity | • Identify/inventory customer big ideas for innovation (S. Hammons & M. Richey)<br>• Improve efficiency through innovative use of disruptive technologies (S. Hammons)<br>• Address customer risk-aversion to drive adoption of innovative solutions (M. Richey) |
| | **SERVICE EXCELLENCE**<br><br>**Adopt end-to-end Service Delivery Management to deliver enterprise-class IT services** | • 99.5% application availability<br>• 90% of critical & essential applications assessed for life cycle stage<br>• 15% reduction in baseline application portfolio<br>• >90% service desk customer satisfaction<br>• 20% reduction in P1/major incidents<br>• 10% reduction in service desk tickets<br>• Top 10 key OIT business processes mapped and communicated<br>• <8.3 Project Health Index<br>• Increase end user service market share | • Improve efficiency and reduce complexity of the enterprise application portfolio (S. Hammons)<br>• Define OIT internal system architecture, tools, and interfaces (S. Hammons)<br>• Provide secure, robust, fast next generation network (M. Dillon)<br>• Enable an external enterprise cloud computing environment (M. Dillon)<br>• Improve end-to-end Service Delivery Management across OIT (S. Hammons)<br>• Develop organizational process improvement plan including LEAN (K. Welch)<br>• Mature service operational processes to enterprise IT levels: change management, incident management, service desk automation & self-service (M. Dillon)<br>• Implement financial reporting to support OIT as a service-based organization (B. Berlin)<br>• Mature our resource management process (B. Berlin)<br>• Modernize key systems/services: CORE, UI/WyCAN and CBMS (S. Hammons)<br>• Establish and increase end-user service market share for Google applications (M. Dillon) |
| | **INFORMATION SECURITY**<br><br>**Deliver "Secure Colorado"** | • 10% reduction of overall risk to state systems<br>• 5% of IT spend for security<br>• 100% of all new systems security & data privacy compliant<br>• 25% increase in systems evaluated/monitored in real-time | • Implement & operationalize the 'First 5' controls (J. Trull)<br>• Implement a standardized risk management framework for all state agencies (J. Trull)<br>• Develop real-time system security evaluation & monitoring (J. Trull) |
| | **TRUSTED PARTNERSHIPS**<br><br>**Create a sustainable ecosystem of partnerships that strengthen the Colorado technology industry and leverage enterprise influence to drive cost-effective, innovative solutions for the state** | • 5,000 IT/technology jobs announced in CO<br>• 2 IT company HQ's relocated to CO<br>• 90% broadband providers reporting data for broadband availability map<br>• 95% broadband availability across the state<br>• 95% of OIT contracts have standard terms and conditions<br>• <45 days to complete a contract | • Create legislative agenda with legislative outreach program (J. Roe)<br>• Market/communicate OIT successes (J. Roe)<br>• Operationalize the Vendor Management Office function (B. Berlin)<br>• Identify alternative funding and partnership opportunities to sustain broadband mapping and planning activities (M. Coughlin)<br>• Establish governance and begin statewide planning for the Nationwide Public Safety Broadband Network (M. Coughlin)<br>• Develop & launch E2E [Emerging to Enterprise] in partnership with Colorado Technology Association [CTA] (M. Coughlin) |

10 August 2013

* OGSM = Objectives, Goals, Strategies, Measures

# Revision History

| Date | Summary of Changes |
|---|---|
| August 2013 | Original Version |