Governor's Office of Information Technology FY13 Playbook

January 2013

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Letter from Kristin

"A satisfied customer is the best business strategy of all."
-- Michael LeBoeuf

Team:

I am pleased to introduce the Governor's Office of Information Technology FY13 Playbook and am especially excited about this next year and the many opportunities that lie ahead for our organization. As you know, I am strongly committed to having a well-developed strategy and setting a direction that is clear, targeted, and well understood across OIT, as well as externally by our customers, partners, and other stakeholders. We have invested significant time and effort charting our course and identifying the work that will be meaningful for our customers and for Coloradans.

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:

Customer Success, People, Innovation, Service Excellence, Trusted Partnerships and Information Security

Our Value Proposition and Priorities, which remain unchanged, continue to provide the framework and compass for guiding and evaluating our organization's performance and execution against our stated goals. In FY12, OIT went through significant change and as such, you will notice we've updated the "Current State" for each of the six priorities. We evaluated our current state based on what we uncovered through an extensive, 360-degree review of the organization, which involved document reviews, Scorecard measurements, customer interviews, employee feedback, and staff discussions. In many cases we saw noteworthy improvement over the last twelve months; that is, we moved closer to our desired "Future State." However, we also found a lack of or minimal forward progress in other places.

*This year's "roadmap" is intended not only to help us course correct in a few key areas but also to get us back to the basics in terms of providing exceptional service to our customers on a consistent basis so that we can really drive our value proposition and achieve our vision for the organization. If FY12 was about looking internally and building a strong, solid, and consolidated foundation from which to operate, then FY13 is the "**Year of the Customer**" – our opportunity to really focus externally on improving service delivery and ensuring we have a workforce strategy in place that will allow us to execute successfully.*

With this FY13 Playbook, we have three overarching goals for the fiscal year:

1. *Enhance service quality for end users – our customers – including state employees, county workers, and Colorado residents.*

2. *Develop a Service Catalogue that is the foundation for how we engage with our*

customers, provide end-to-end services, and effectively manage our resources.

3. *Implement a workforce strategy for OIT focused on recruiting, developing, and retaining the IT talent necessary to provide enterprise IT services.*

Please keep these in mind as you carry out your daily work assignments and activities. We need to stay focused on our end goals and ensure that we are collectively doing the work that will get us where we want to be. Our Balanced Scorecard, which was implemented in FY12, will help us measure our progress along the way, and quarterly Operations Reviews will serve as important check-ins to make sure we are headed in the right direction and meeting our target objectives.

Your role in this process is critical! Please take the time to carefully review this Playbook and work with your manager and your team to identify and define the specific activities that you will perform that align with this strategy and include these as goals in your FY13 Performance Plan. As you know, I welcome and encourage two-way communication and want to thank those of you who had input into this year's plan. You will see your input directly tied to some of the FY13 initiatives. If you have other thoughts, ideas, or suggestions, please feel free to send an email to IHaveAnIdea@state.co.us. You can also make recommendations or suggestions to your manager.

We have a lot of important work ahead of us and continue to move forward in a bold and exciting direction. With a strong and renewed commitment to customer service, we are poised to make great strides this fiscal year. I am proud to work side-by-side with each and every one of you to keep transforming OIT into a first-rate IT organization.

May FY13 be our best year yet and thank you for all you do!

Kristin Russell
Secretary of Technology & Chief Information Officer
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 changes from year to year is the list of initiatives that we choose to pursue for each priority. The next sections describe our plans for each of the priorities in FY13 and beyond as well as what we plan to specifically achieve this fiscal year.

CUSTOMER SUCCESS

We will enable our customers, the state agencies and departments who serve all Coloradoans, 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.

PEOPLE

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

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.

SERVICE EXCELLENCE

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

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.

TRUSTED PARTNERSHIPS

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

CUSTOMER SUCCESS

We will enable our customers, the state agencies and departments who serve all Coloradoans, 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.
- Customers have confidence that we can meet their changing business needs, and we proactively provide them with solutions.
- Conversations with customers are focused on business solutions, not technology.
- We provide reliable, relevant, timely and valuable information to help our customers make the right business decisions.
- We are 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.
- We are making improvements in how our customers engage with our services.
- When escalations occur, 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.
- We recognize the need for OIT champions and have the need for more.
- We do not measure the end-user experience.
- There is continued frustration with end-user tools.
- Poor cross-functional communication within OIT negatively impacts our customers.
- Some customers understand the value of OIT but lack the confidence in our ability to deliver consistently.
- We have moments of brilliance, but our quality of service is inconsistent.
- We are often seen as bureaucratic and unresponsive.

FY13 INITIATIVES AT A GLANCE:

1. Develop and execute a comprehensive OIT Service Catalogue. (Owner: Jim Lynn)
2. Create and implement a quality improvement plan around end user support (help desk and deskside support). (Owner: Michael Dillon)
3. Establish a social media strategy and update the social media policy for OIT. (Owner: Jessica Roe)
4. Utilize emerging media (video live stream, video conferencing) to communicate with employees, customers, and Coloradans. (Owner: Jessica Roe)
5. Implement Peer Review Boards for all Application Disciplines. (Owner: Sherri Hammons)

6. Create a branding and marketing plan for the Hickenlooper Administration, to include the Colorado Information Marketplace and OIT Video Production components. (Owner: Jessica Roe)

To get more details and see the quarterly targets for each of the FY13 Initiatives, visit OIT Plaza (https://oitplaza.colorado.gov/).

PEOPLE

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

FUTURE STATE:

- Our employees are our best reference.
- Our employees represent the OIT values.
- Our leaders attract and build capable, passionate, results-oriented teams.
- Employees seek to work in our organization; we have our pick of the best talent.
- Our employees are collaborative, open, trustworthy, engaged and eager to share knowledge and best practices.
- We reward creative, positive, collaborative, "can do" attitudes.
- Patterns of negativity or siloed thinking are not tolerated.
- 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 is a growing trend.
- We are transitioning to a "built-to-last" enterprise IT organization, but we need to clarify how this impacts and benefits employees.
- We have improved top down communications but have a void in cross-functional communications.
- Some employees lack clarity on their roles, responsibilities, and accountability related to the strategy.
- People are starved for professional development and training.
- We have a high vacancy rate, risk of talent departing, and critical skill gaps.
- Our current performance management program does not effectively align to our strategy, goals, or values.
- Our employee recognition program is not working.
- We are severely lagging the market in our ability to attract, retain, and compensate employees.
- We still lack one cohesive culture and set of values.
- Our top performers feel overloaded handling their current jobs.
- Some employees are still aligned with their previous agency, creating a decentralized culture.

FY13 INITIATIVES AT A GLANCE:

1. Build, deliver, and facilitate the development and integration of OIT Values enterprise-wide. (Owner: Michael Katz)
2. Design and implement a workforce strategy to include: recruiting and pipeline development (university relations, veterans affairs, alumni networks, professional associations, user groups, job fairs, etc.); professional and cultural development; and aligned performance management. (Owner: Michael Katz)
3. Develop and implement a leadership development program piloting a talent development tool, including 360 degree feedback, to support succession planning, and create a Manager's Toolkit. (Owner: Michael Katz)

4. Develop and implement a non-classified human resource strategy. (Owner: Michael Katz)
5. Elevate the delivery and execution of HR services and implement bi-annual customer service surveys to measure the quality of HR services.. (Owner: Michael Katz)
6. Implement an annual employee engagement micro-survey for OIT. (Owner: Michael Katz)
7. Create new metrics for measuring both employee engagement and the quality of organizational communication activities, such as All Hands, All Manager, and Open Mic OIT meetings. (Owner: Jessica Roe)

To get more details and see the quarterly targets for each of the FY13 Initiatives, visit OIT Plaza (https://oitplaza.colorado.gov/).

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 and anywhere.
- We foster and seek out innovative solutions that are thought provoking and forward-looking.
- 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 have added new tools and technology but still have room to improve business enablement.
- We are starting to think about sustainability, but we still lack green IT initiatives.
- We deliver infrastructure support rather than IT services.
- Mission critical services continue to be hosted on end-of-life hardware and software platforms, but some have been upgraded.
- We are reactive to new requirements rather than forecasting and anticipating our customers' needs.

FY13 INITIATIVES AT A GLANCE:

1. Publish standards, both supported and unsupported, for hardware, software, Request for Proposals, Service Level Agreements, Cloud strategies, and other standards as they apply to information technology. (Owner: Sherri Hammons)
2. Use data from the Colorado Information Marketplace to provide better decision making for state government as it pertains to analytics and fraud, waste, and abuse. (Owner: Sherri Hammons)
3. Develop a Health Information Technology strategy and publish online. (Owner: Sherri Hammons)
4. Create an Acceptable Use Policy for internal and external access, as well as a Bring Your Own Device standard, in order to enable state employees to work more efficiently and effectively. (Owner: Sherri Hammons)
5. Implement a Platform as a Service (PaaS) model to better enable the business that includes building out the Citizen Engagement Platform as a Service (CEPaaS) to empower all Coloradans. (Owner: Sherri Hammons)
6. Develop and publish a mobile computing and application strategy and publish online. (Owner: Sherri Hammons)
7. Create an enterprise solution around Identity Management and Single Sign On. (Owner: Sherri Hammons)

8. Implement IT Financial Reform (I2E). (Owner: Todd Olson)
9. Rationalize the many state IT applications into a more manageable portfolio. (Owner: Sherri Hammons)

To get more details and see the quarterly targets for each of the FY13 Initiatives, visit OIT Plaza (https://oitplaza.colorado.gov/).

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.
- We use relevant metrics to determine whether we are meeting defined service levels.
- We constantly seek to improve our operational efficiency by leveraging service innovation initiatives and products.
- We deliver centralized, consolidated enterprise computing solutions that capitalize on shared services.
- 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 is an option and 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 for service delivery.
- We are evolving and maturing problem and major incident management.
- We still maintain siloed computing environments.
- We lack 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.
- We don’t fully understand how we impact our customer's experience and productivity.
- We don’t always focus on delivering the basics consistently and well.

FY13 INITIATIVES AT A GLANCE:

1. Achieve $3 million (3%) in cost savings or cost avoidance through IT consolidation activities, reductions in software licensing, contract renegotiation, and reduced maintenance costs. (Owner: Brenda Berlin)
2. Move to true ELT-based departmental budgeting. (Owner: Brenda Berlin)
3. Implement Asset Management/Tracking, HB1288, and Standards-based purchasing into the IT Storefront. (Owner: Brenda Berlin)
4. Develop a statewide IT asset management strategy. (Owner: Brenda Berlin)

5. Complete email and calendar migration to Google Apps for Government. (Owner: Michael Dillon)
6. Continue Data Center Consolidation efforts with a goal to reduce the overall state infrastructure footprint, including physically reducing IT-related data center space and executing cloud strategies. (Owner: Michael Dillon)
7. Complete a Network Assessment across the Executive Branch infrastructure.. (Owner: Michael Dillon)
8. Develop an OIT resource costing/planning/management tool. (Owner: Jim Lynn)
9. Develop a Service-Based Organization framework that clearly defines roles and responsibilities, including that of the Service Delivery Manager (SDM). (Owner: Jim Lynn)

To get more details and see the quarterly targets for each of the FY13 Initiatives, visit OIT Plaza (https://oitplaza.colorado.gov/).

TRUSTED PARTNERSHIPS

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

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 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 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.

** 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.*

CURRENT STATE:

- Vendors have a better understanding on how to engage with us and our fiscal year priorities based on our Playbook.
- We are actively seeking new relationships with all levels of government and the private sector.
- We have some strong legislative partners but need to improve in this area.
- We lack 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, and we lack accountability in some areas.
- We are not fully capitalizing on economies of scale and bulk purchasing opportunities.

FY13 INITIATIVES AT A GLANCE:

1. Establish a proactive IT economic development growth and retention strategy. (Owner: Monica Coughlin)
2. Lead and coordinate an FY13 IT economic development prospect/retention trip for the Governor. (Owner: Monica Coughlin)
3. Develop the framework for a public/private sector job training pilot program. (Owner: Monica Coughlin)
4. Solidify OIT's broadband roles and responsibilities in state statute. (Owner: Monica Coughlin)
5. Lead the implementation of the State's strategic broadband plan. (Owner: Monica Coughlin)
6. Coordinate the State's execution on the State and Local Implementation Grant Program for the Nationwide Public Safety Broadband Network. (Owner: Monica Coughlin)

7. Establish a formal Vendor Management Office. (Owner: Brenda Berlin)
8. Create standard contract language for service delivery requirements (e.g., cloud, security, etc.). (Owner: Brenda Berlin)
9. Develop, formalize, and consistently engage with an IT-focused group of legislators who can be our advocates and champions within the Colorado General Assembly for IT initiatives ("LegTek Committee"). (Owner: Dara Hessee)

To get more details and see the quarterly targets for each of the FY13 Initiatives, visit OIT Plaza (https://oitplaza.colorado.gov/).

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 approach to security to make better business decisions for innovative service delivery.
- 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 government protecting their data.
- We continually reduce the state's exposure to risk.
- We do our part to meet our compliance and audit responsibilities.

CURRENT STATE:

- We have a governance structure for information security.
- We motivate our customers to take action on security initiatives and programs by explaining the business risk impact.
- We have enhanced incident reporting and tracking.
- Security management is integrated into our project management processes and principles.
- We have improved security awareness across agency staff and management, but we lack education around the information security program.
- We are reactive to the management of security and threat protection.
- Employees view security as the responsibility of staff with security in their title.
- Published security policies are not fully understood by our staff and customers.
- There is a cultural mindset that security cannot be done without significant funding.
- We are not following consistent processes and standards in our management of security.

FY13 INITIATIVES AT A GLANCE:

1. Develop annual state security report template. (Owner: Jonathan Trull)
2. Develop and publish "Secure Colorado" information security strategy. (Owner: Jonathan Trull)
3. Develop a secure development lifecycle for state application development and vendor management. (Owner: Jonathan Trull)
4. Develop a sustainable funding source for security. (Owner: Brenda Berlin)

To get more details and see the quarterly targets for each of the FY13 Initiatives, visit OIT Plaza (https://oitplaza.colorado.gov/).

Call to Action

This FY13 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 personal success and contribute to the organization, please make sure that your personal roadmap – your FY13 Performance Plan – is aligned to support these priorities and initiatives. Meet with your manager and talk about how your activities and work help to support the OIT strategy and initiatives, either directly or indirectly. Each of you play an important role in impacting OIT's performance and ultimate success.

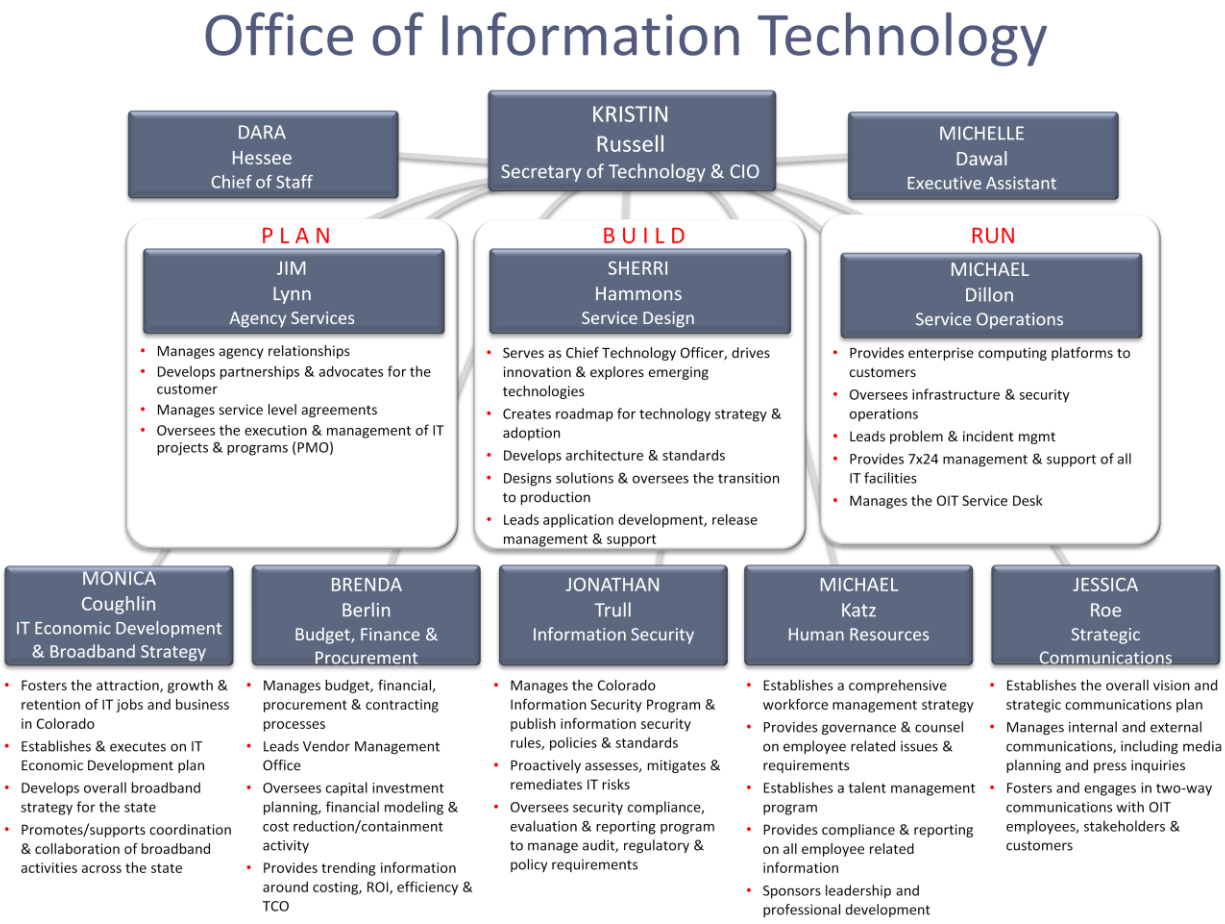
All initiatives will be actively tracked and posted on OIT Plaza. There will also be a quarterly communication sent to the organization to let you know how we are doing in delivering against the initiatives outlined in this playbook.

Thank you all for your time, attention and support!

The OIT Executive Leadership Team

Revision History

Date	Summary of Changes
July 2012	Original Version
November 2012	• Added Michael Dillon's name as the owner for Service Operations initiatives. • Added Brenda Berlin's name as the owner for Financial Services initiatives. • Added Jonathan Trull's name as the owner for Information Security initiatives. • Updated the Organizational Chart. • Changed "publish" to "execute" in *Customer Success* initiative #2. • Revised and updated *People* initiative #6 (formerly: "Implement a "Trusted Advisor" approach to HR management throughout OIT HR, building on our commitment to serve and deliver to our "customer"). • Removed *Innovation* initiative "Tap into university and/or college-level resources for help solving problems or creating innovations, such as fraud analysis and mobile development." • Removed *Innovation* initiative "Develop a GIS strategy and migrate data into the Colorado Information Marketplace." • Revised and updated *Service Excellence* initiative #8 (formerly: "In alignment with our end-to-end service delivery strategy, develop the business requirements for an OIT-wide resource management process, including both personal services and operating resources"). • Updated Organization Chart.
January 2013	• Removed *Customer Success* initiative "Create an end-to-end service delivery model for all OIT programs and products." • Revised and updated *Customer Success* initiative #5 (formerly: "Implement Business Analyst (BA) Center of Excellence"). • Added new *Customer Success* initiative ("Create a branding and marketing plan for the Hickenlooper Administration, to include the Colorado Information Marketplace and OIT Video Production components"). • Removed *People* initiative "Sponsor and adopt high performing organizational behaviors to position and brand OIT as an "Employer of Choice" through the development of on-boarding processes, retention strategies, employee recognition and rewards, flexible work arrangements, and career development opportunities, in concert with our commitment to diversity." • Revised and updated *People* initiative #5 (formerly: "To better support the business and in partnership with leaders, HR will become intimately knowledgeable of the business and its Playbook initiatives, strategically and operationally, and elevate the delivery of services by the end of Q2 as measured annually through a customer service survey"). • Added new *Innovation* initiative ("Implement IT Financial Reform – I2E"). • Added new *Innovation* initiative ("Rationalize the many state IT

	applications into a more manageable portfolio”). • Revised and updated *Service Excellence* initiative #3 (formerly: “Implement all aspects of OIT Storefront”). • Revised and updated *Service Excellence* initiative #7 (formerly: “Develop a strategy to consolidate local and wide area networks and domain and directory services across the Executive Branch infrastructure”). • Added new *Service Excellence* initiative: “Develop a Service-Based Organization framework that clearly defines roles and responsibilities, including that of the Service Delivery Manager (SDM). Revised and updated *Information Security* initiative #1 (formerly: “Create annual state security report”). • Revised and updated *Information Security* initiative #2 (formerly: “Develop a unified and consistent information security program for the State that includes the planning, development, and implementation of core security requirements such as intrusion detection and system monitoring, policy management, awareness training, asset inventory, disaster recovery, incident response, change management, and risk assessment”). • Updated Organization Chart.

Appendix – Office of Information Technology Organization Chart