

Vision for Information Technology Service Delivery in Oregon

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IT service delivery today in Oregon

- Each State department as well as several agencies and divisions have their own *independent* IT organizations— these are often referred to as “silos.”
- These each have their own budgets, staffs, processes, standards, procedures
- Each silo is held accountable for its own activities giving them no reason to spend or act to help others
- IT leadership is not properly positioned within the administration of State government to be effective
- How can state-wide efforts be as successful as hoped?



What about a State-wide IT strategy?

- There is no single State-wide IT strategy for Oregon
- This encourages micro-management by the Legislature
- How can there be a single strategy for IT service delivery for the State?
 - There is anecdotal information that the various departments and agencies do not work together to deliver IT services
 - There are many reasons for them to keep working independently for their own best interests
 - From their silo perspective, there are few reasons for them to all work together
 - Getting everyone to work together will be like trying to manage a herd of cats



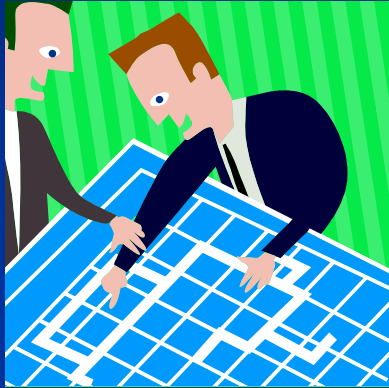
The Oregon IT service delivery model is costly and inefficient

- The current silo-based model for IT service delivery will never allow the State of Oregon to realize the full benefit of IT.
- It will be the source of constant impediment to the hard work, good intentions and well meaning attempts to reduce cost and create improvements.

A change to this model is absolutely necessary



Some Philosophy



If you do not know where you are, a map will not help.

If you do not know where you are going, any road will do.



What are some industry trends?

- Companies are moving to a centralized IT service delivery model from their historical silo models
 - Single *enterprise* approach
 - Shared services and infrastructure
 - Common and standardized processes
 - Less diversity in hardware and software
- Companies and governments are formalizing IT governance through the use of Enterprise Architecture



Business and governments are creating enterprise-wide IT strategies

- Enterprise Architecture (EA) is mandated for Federal agencies (OMB M-97-02, Funding Information Systems Investments, October 1996)
- National Association of State CIOs (NASCIO) developing pro forma EA materials
- Businesses are developing their strategies and building EAs to guide and manage IT



What is my Vision?

- IT service delivery for Oregon government should be an enterprise level activity – where the enterprise encompasses *all* of State government
- There should be a single comprehensive program with common governance, evaluation criteria, job descriptions, processes, rules, service level agreements, standards
- Decisions and guidance such as out/right/in sourcing, cost recovery, technology standards, build vs. buy, etc. should be made at the enterprise level guided by this single vision and single plan



How do we get there from here?

Going from vision to reality

- Six step plan
 1. Inventory the “as-is”
 2. Develop and analyze three to five IT service delivery scenarios
 3. Select the best scenario for Oregon
 4. Develop an Enterprise Architecture for Oregon based on the selected IT service delivery scenario
 5. Develop a transition plan to go from the “as-is” to the new “to-be”
 6. Execute the transition plan to build the new “to-be”



Step 1 - Inventory the “as-is”

- Collect as-is information about IT services are currently provided to State government
- Resulting in a comprehensive compendium of the current state of IT service assets and delivery
- Documents the baseline for the later enterprise architecture



Step 2 - Develop and analyze three to five IT service delivery scenarios

- Identify three to five IT service delivery scenarios
- Develop the comparison criteria to perform an objective analysis
- Flesh out and document the selected scenarios and compare them
 - To each other
 - With the current “as-is”
- Investigate and document service level requirements and other customer relationship issues



Step 3 - Select the best scenario for Oregon

- The direction to change from the current model to a new and different IT service delivery model may have to be provided by the Legislature
- The results of the previous steps should provide the necessary facts and supporting data to allow the legislature to make an informed policy decision
- Transformation to the new model would be initiated



Step 4 - Develop an Enterprise Architecture for Oregon based on the selected model

- Create an Enterprise Architecture (EA) for Oregon based on the new IT service delivery model
- The EA includes the IT strategy
- An Oregon State EA would be a comprehensive “document” and would include:
 - “As-is” state
 - Goals and strategies
 - IT guiding principles
 - Architectural building blocks
 - A comprehensive EA governance model
 - Proposed “to-be” architecture



Step 5 - Develop a transition plan to go from the “as-is” to the new “to-be”

- An integral part of a quality EA is a “living” transition plan.
- The transition plan is the prioritized roadmap to move from the “as-is” to the “to-be”
- This can take several years and may require changes to remain viable.
- The EA governance structure keeps the EA on track and relevant



Step 6 - Execute the transition plan to build the new “to-be”

- IT service delivery can now be changed into the planned “to-be” structure
- Careful prioritization of the transition plan will
 - Provide the most expeditious transition
 - Deliver as much immediate value as possible



No one said this would be easy!

- Changing the model for IT service delivery will not be simple nor easy.
- However changing to a more relevant model will enable Oregon to leverage IT to reduce costs and improve government services.
- The citizens of Oregon are demanding more government services for less cost. Information Technology is an effective tool to achieve this goal.



My Challenge

My challenge to the Governor and the Oregon Legislature is to take the lead and, after proper study, change the model for IT service delivery in Oregon to one that is enterprise-centric so that Oregon citizens can reap the benefits of IT with better government service at the right price.



Questions?

