



OIT FY20 Q2 Performance Evaluation (Smart Act)

OIT FY20 Performance Plan

Increase OIT's organizational efficiency, transparency, and customer satisfaction

WIG #1: Increase OIT's organizational efficiency, transparency, and customer satisfaction. Establish a Net Promoter Score baseline to measure OIT customer service by December 31, 2019, and implement a plan to increase that baseline by June 30, 2020.

Status: On Track

Progress: Successfully conducted and closed the NPS survey on December 19, meeting the requirements for WIG 1 as established on the Governor's Dashboard. The overall response rate for the survey was 37% with 1,865 people completing the survey and an NPS of -3. We are now working on analysis of open-ended responses and developing action plans for improvement.

Strategy 1: Assess OIT's scope, capacity, and funding to improve efficiency, transparency, and customer satisfaction. Measured by creating a reform recommendation, obtaining buy-in from the IT steering committee and approved by the governor, and taking action by June 30, 2020.

Progress: OIT Executive Staff identified six top opportunities for improvement based on the assessments. The six opportunities are:

1. Process (Tony Neal-Graves - Interim Chief Strategy Officer)

OIT and customers need to consistently adhere to defined product, project, and service life cycle processes.

Priority: Inventory (create a list) of the key OIT business and development processes. Established the Process Action Team effort based on the December discussion with All Managers. Developing the next steps in terms of a 90 day deliverable.

2. Ownership (William Chumley - Chief Customer Officer)

IT governance between OIT and customers must be better defined to reduce confusion and friction between organizations.

Priority: Operationalize the Cabinet IT Procedures document.

3. Resource Management (Dan Santangelo - Interim Chief Technology Officer)

OIT resource management process needs increased rigor to ensure reasonable employee workload while delivering on time and on budget for our customers.

Priority: Focus on Agile principles, Scrum, and DevSecOps at pilot agencies to document processes and understand OIT operating model.

4. Customer Alignment (William Chumley - Chief Customer Officer)

Allocate dedicated resources for strategic customer projects and initiatives to ensure mutual accountability and clear role alignment.

Priority: Identify areas in OIT that can be customer aligned regardless of matrix-



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organizational structure.

5. **Clarity** (Bob Nogueira - Chief People Officer)

OIT internal roles, responsibilities, accountability, and hand-offs require better definition to improve organizational efficiency and customer relationships.

Priority: Understand the purpose and outcomes of working groups, task forces, and committees to set up for success.

6. **Investment** (Laura Calder - Chief Financial Officer)

Aligned with the state IT strategy, define the process for funding OIT and customer priorities to improve transparency.

Priority: Identify dashboard and reports required for various stakeholders.

The Real Time Billing Agency Working Group met on December 12 to discuss solutions to accounting challenges. Stakeholder feedback was received on the Tableau dashboards and website via e-mail and meeting on 12/10. The feedback has been incorporated and updated dashboards were shared on 12/19 with IT Directors, Service Owners, and Agency contacts.

Strategy 2: Improve OIT contracting by implementing a new agile contracting and procurement process resulting in a 'reduction of contract issues with vendors' by 5 percent by June 30, 2020.

Progress: OIT has issued three Invitations to Negotiate (ITN) so far this fiscal year, each of which with the intention to procure Agile services to build and deploy new systems. As we develop our ITN practice, we are working with agency procurement staff to share our knowledge and experience. OIT has updated its IT Terms to be more favorable to Colorado including updated insurance requirements.

Strategy 3: Develop Strategic Workforce Alignment Plan by September 30, 2019. Fully implement plan by June 30, 2020.

Progress: Strategic Workforce Alignment Plan in place on Sept. 27 and work is underway to implement the plan. There are five workstreams: Workforce Assessment; Leadership Assessment and Practice; Culture and Organization Structure and Processes; Facilities and Flex Policy; and Communications and Training. The Plan was reviewed with CIO on Nov. 1.

1. Workforce Assessment: RFP under development for submission by end of January 2020.
2. Leadership Assessment and Practice:

A. Chief People Officer (CPO) completed month three of "leadership rounding" pilot with HR team. Leadership Rounding is a practice to build trust and expand opportunities for engagement within the team. The practice involves the leader engaging one on one with team members to ask a series of five questions: 1. *What's working well*; 2. *What's getting in the way of you doing your best work*; 3. *Who needs recognition for great work*; 4. *What's the buzz in the organization right now*; and 5. *What do you need from me*.

B. After state-wide employee engagement survey results are released in mid-January, we will develop plans to address OIT's areas of opportunity.



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3. Culture and Organization Structure and Processes: CPO met one-on-one with each executive staff member to discuss organization needs and change progress since Sept. 30. CPO collecting data on ad-hoc committees formed within OIT.
4. Facilities and Flex Policy: CPO completed Facilities Study in partnership with Finance team. Design complete for manager training and skill building for leading remote workforce and will be presented in January. Updated policy roll out on target for January.
5. Communications and Training: On Jan. 6 OIT's new Learning & Development Manager and Learning Management System Administrator began their term-limited roles (through 6/30/21).

Strategy 4: Establish a 'project value and performance' measure baseline addressing meeting customer schedule, business outcomes, and budget expectations, and move it from 88% to 91% by June 30, 2020.

Progress: The month of December measured 94.44%, and the rolling average is 95.76%.

Note: this metric is a rolling average across all projects as they complete. Schedule and budget data is pulled from the project tracking tool. Scope is confirmed by the project sponsor. Each area receives either a yes or no as having met original expectations and then an average is determined across all project delivery.

WIG 1 Summary

Measure	Baseline	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY 20	1- Year Goal	3-Year Goal
WIG 1: Establish a Net Promoter Score baseline to measure OIT customer service by December 31, 2019 and implement a plan to increase that baseline by June 30, 2020.	N/A	On Track	-3			TBD	A
Strategy 1: Assess OIT's scope, capacity, and funding to improve efficiency, transparency, and customer satisfaction. Measured by creating a reform recommendation, obtaining buy-in from the IT steering committee and approved by the governor, and taking action by June 30, 2020.	N/A	On Track	On Track			--	--
Strategy 2: Improve OIT contracting by implementing a new agile contracting and procurement process resulting in a 'reduction of contract issues with vendors' by 5 percent by June 30, 2020.	0	0	0			5%	15%
Strategy 3: Develop Strategic Workforce Alignment Plan by September 30, 2019. Fully implement plan by June 30, 2020.	N/A	On Track	On Track			--	--
Strategy 4: Establish a 'project value and performance' measure baseline addressing	88%	97%	94.4%			91%	95%



meeting customer schedule, business outcomes, and budget expectations, and move it from 88% to 91% by June 30, 2020.							
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Ensure a Secure Colorado by evaluating and improving statewide cybersecurity practices

WIG #2: Ensure a Secure Colorado by evaluating and improving state wide cybersecurity practices. Measured by increasing the State of Colorado's security metric by 26 points for an increase from 51 to 77 by June 30, 2020.

Status: On Track

Progress: The security metric is at 68 points. This represents a 1-point improvement from last month due to significant work towards closing OSA audit findings.

Strategy 1: Enhance the statewide security plan by identifying strengths and vulnerabilities, making necessary modifications, and implementing recommended security controls by June 30, 2020.

Progress: The plan was enhanced with strengths and vulnerabilities identified, and submitted by July 15, 2019. This part of Strategy 1 is complete. Implementing recommended security controls is underway and will be completed by June 30, 2020.

Strategy 2: The BitSight rating will be improved by 50 points for an increase from 550 to 600 by June 30, 2020.

Progress: The BitSight score has increased 30 points from 550 to 580 during this fiscal year; the performance indicator is on target to achieve and even exceed the goal of 600 by June 2020.

Strategy 3: The McAfee Compliance score will increase from 60% of agencies meeting the minimum compliance threshold to 85% by June 30, 2020.

Progress: 100% of the agencies are meeting the minimum compliance threshold. We have exceeded our target for the year!

Strategy 4: 75% of open audit findings as of the beginning of FY20 will be remediated by June 30, 2020.

Progress: 45% of open OSA and IRS audit findings have been remediated during FY20. This represents an improvement from last month due to 46 OSA recommendations having been implemented in December.

WIG 2 Summary

Measure	Baseline	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY20	1-Year Goal	3-Year Goal
WIG 2: Ensure a Secure Colorado by evaluating and improving statewide cybersecurity practices. Measured by increasing the State of Colorado's security	51	71	68			77	90



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metric by 26 points for an increase from 51 to 77 by June 30, 2020.							
Strategy 1: Enhance the state-wide security plan by identifying strengths and vulnerabilities, making necessary modifications, and implementing recommended security controls by June 30, 2020.	N/A	On Track	On Track			--	--
Strategy 2: The BitSight rating will be improved by 50 points for an increase from 550 to 600 by June 30, 2020.	550	580	580			600	650
Strategy 3: The McAfee Compliance score will increase from 60% of agencies meeting the minimum compliance threshold to 85% by June 30, 2020.	60%	100%	100%			85%	95%
Strategy 4: 75% of open audit findings as of the beginning of FY20 will be remediated by June 30, 2020.	56%	51%	45%			75%	90%

Expand virtual access to government services anytime and anywhere

WIG #3: Expand virtual access to government services anytime and anywhere. Measured by increasing the number of government services virtually accessible to Coloradans by five no later than June 30, 2020.

Status: On Track

Progress: Two services were rolled out in October 2019: digital driver license renewal and the Colorado Digital ID™ (within myColorado™, the State of Colorado's official mobile app). On track to roll out three additional services by June 30, 2020.

Strategy 1: Rollout of Release 1 of myColorado Mobile App to include Colorado Digital ID this fall and other capabilities by June 30, 2020.

Progress: myColorado release 1 was deployed on Oct 30, 2019 along with the Colorado Digital ID, and has more than 34,000 users to date. The roadmap, after approval by the CIO, is in review with the Governor and functionality for the first and second quarter are in requirements gathering.

Strategy 2: Increase broadband access for rural households from 83% to 92% by June 30, 2020.

Progress: Metric is at 87%. The next refresh of the data will occur in May 2020. Meeting 92% is a risk.

Strategy 3: Develop and implement phase one of a Digital Transformation Plan that encompasses emerging technologies, system modernization efforts, and multi-modal unified collaboration strategies (including, as appropriate, data, voice, chat, video, visuals, etc.) to enhance the experience of OIT customers and Coloradans by June 30, 2020. This goal



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encompasses the increase of virtual access and use of emerging technology to reduce costs, improve consistency and efficiency, and lower energy consumption.

Progress: Hired one of the two team members who will help put together the DTP. Working with Chief Communications Officer and CCO on BerryDunn Report-related work, as required in SB19-251 to conduct a market survey and establish a plan that will help inform this effort.

Strategy 4: Evaluate the landscape of legacy applications and transition 5 systems to modern architecture that meets mobile, API-driven, cloud, accessibility, and other standards by June 30, 2020.

Progress: Six migrated to date, with additional applications expected to migrate before June 30, 2020. The six applications are CBMS (CDHS/HCPF), TaxWebForm, Clearview (HCPF), PowerDMS (DOR), CaseConnect (DORA), and Animal Health Labs (CDA).

Strategy 5: Develop an incubator group to focus on innovation with a goal of at least one pilot innovation project in collaboration with an agency partner completed with a case study by June 30, 2020.

Progress: Chromebook pilots for the Governor's Office and DOR were successfully deployed and now usage is being monitored in order to track impact and create a case study. Incubator group is being developed and case studies are in the process of being completed.

WIG 3 Summary

Measure	Baseline	Q1 FY20	Q2 FY20	Q3 FY20	Q4 FY 20	1-Year Goal	3-Year Goal
WIG 3: Expand virtual access to government services anytime and anywhere. Measured by increasing the number of government services virtually accessible to Coloradans by five no later than June 30, 2020.	0	0	2			5	15
Strategy 1: Rollout of Release 1 of myColorado Mobile App to include digital Real ID and other capabilities by June 30, 2020.	N/A	On track	On track			Rollout of digital Real ID	Addt'l functionality
Strategy 2: Increase broadband access for rural households* from 83% to 92% by June 30, 2020.	83%	86%	87%			92%	100%**
Strategy 3: Develop and implement phase one of a Digital Transformation Plan that encompasses emerging technologies, system modernization efforts, and multi-modal unified collaboration strategies (including, as appropriate, data, voice, chat, video, visuals, etc.) to enhance the experience of OIT customers and Coloradans by June 30, 2020.	N/A	On track	On track			--	--
Strategy 4: Evaluate the landscape of legacy applications and transition 5	0	0	6			5	15



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systems to modern architecture that meets mobile, API-driven, cloud, accessibility, and other standards by June 30, 2020.							
Develop an incubator group to focus on innovation with a goal of at least one pilot innovation project in collaboration with an agency partner completed with a case study by June 30, 2020.	0	0	0			1	5

**Represents the best estimate of rural household coverage based on the quality of the data available.*

***The state has set an aggressive goal of 100% of rural household access.*