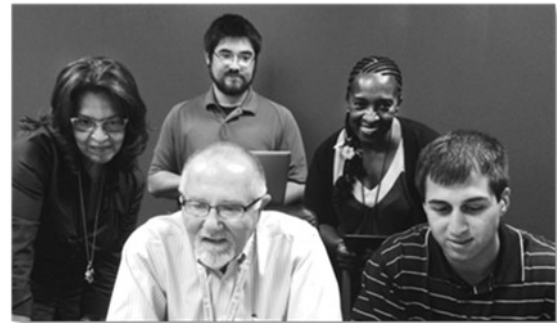


OIT FY15 Playbook



**Colorado Governor's Office of
Information Technology**

Roadmap for Strategic Planning

August 2014

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Letter from Suma Nallapati

Team-

I am proud to share with you the OIT FY15 Playbook. Collaboration between OIT employees, our customers, and our private partners is critical to our success in FY15. This goal is reflected in the contents of our Playbook.

We are focused on getting “back to the basics” for our customers. That means targeting the projects and measures that matter most to the agencies we serve. As technology continues to serve the growing needs of government operations, OIT must be a strong backbone for IT infrastructure and services. We must be a trusted partner that enables agencies to complete their highest priorities.

Communication and collaboration are key for this to happen. Every interaction we have with our agency customers is our calling card. We must work from the culture of “one call does it all”, and fully develop OIT’s service model to support that promise to our customers. We are proud to have a workforce committed to serving our agency partners and the state of Colorado.

We will strive to achieve balance as we simplify IT and at the same time “future proof” IT architecture. We will embark on a robust mobile application strategy as well as transform Big Data into Big Insights, Big Vision, and Big Value. OIT will also lead efforts on business transformation enabled by the cloud. This kind of innovation is critical for improving our government’s services, diversifying economic development, enhancing transparency and a deeper understanding our people and issues. Focusing on these areas will allow us to be an innovative force in the state and help Colorado become a hub for IT talent.

I am honored to have the opportunity to lead the Governor’s Office of Information Technology (OIT) as the state’s Secretary of Technology and Chief Information Officer. This is an exciting time for OIT. We have an opportunity to capitalize on our commitment to excellence in our everyday work. I look forward to the challenges ahead in FY15, and the teamwork that will make us successful.

Let’s make this a great year!

Suma Nallapati
Secretary of Technology and Chief Information Officer
Governor’s Office of Information Technology



Introduction


PURPOSE

The OIT FY15 Playbook is the organization’s strategic roadmap for the year ahead. It has been developed by OIT’s Executive Leadership Team (ELT) based on input from our key stakeholders - our employees, agency customers, and external partners. This document is shared publicly, so that all stakeholders are aware of what the organization’s focus will be in fiscal year 2015 (July 1, 2014 - June 30, 2015), and how they can contribute to achieving OIT’s long term vision.

PLANNING PROCESS


OIT’s enterprise strategic plan is derived from agency feedback and functional team input. We provide enterprise IT services to our agency customers. As such, they set the business direction and we give them the tools they need to achieve their objectives. We asked our customers from all agencies to tell us what they need from OIT. We saw common themes: increased financial IT planning accuracy, budget transparency, clear and timely communication, better scoping of projects, closer alignment with agency goals, and improved on-boarding process. In addition to asking our customers what their priorities were, we also asked our employees what direction they want us to take in the coming year. Functional teams developed and submitted their own strategic plans to leadership, which were synthesized and aligned with agency concerns in mind, allowing us to tap into collaborative expertise.

Key Customer Priorities in FY15



Monthly
**“OneView”
dashboards**

to provide each agency with project, budget, support & operations updates



**Service
catalog**

to provide customers with a better picture of OIT service offerings



Align with agency goals by closer
collaboration & better scoping for projects & budget submissions




**Streamline
applications**
to conserve
resources and reduce system complexity



**IT
prioritization**

for infrastructure & business planning



Improve processes to
**reduce on-boarding
times**

Guiding Principles

Who we are

How we do business is defined by our guiding principles: our value proposition, our strategic priorities, and our values. Please see full descriptions of each in this section.

VALUE PROPOSITION

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

STRATEGIC PRIORITIES

The Office of Information Technology has six priorities that guide our long-term success and communicate our vision for OIT's future.

Customer Success

FY15 STRATEGY:

Maximize customer relationships to become a trusted partner and preferred provider or broker of IT services

Service Excellence

FY15 STRATEGY:

Adopt end-to-end Service Delivery Management



Innovation

FY15 STRATEGY:

Drive innovations by delivering on big ideas and everyday solutions

People

FY15 STRATEGY:

Be a compelling place to work



Trusted Partnerships

FY15 STRATEGY:

Foster partnerships that strengthen the Colorado technology industry and drive cost-effective, innovative solutions

Information Security

FY15 STRATEGY:

Deliver "Secure Colorado"



Guiding Principles

Who we are

VALUES

1

SERVICE

Serve the People of Colorado

Intentionally and generously serving others for a better Colorado.

2

COURAGE

Relentlessly Pursuing Innovation

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.

3

TEAMWORK

Working Together at OIT and across the State

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

4

RESPECT

Consistently Respecting Each Other

Consistently conducting ourselves in a way that shows respect to others. Appreciating the role, diversity, and contribution of those with whom we work.

5

INTEGRITY

Honoring the Highest Office of the State of Colorado

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.

Major Goals

The Governor's Office launched a new planning process for the executive branch which provides all offices and agencies with a common methodology. We are excited to rollout the 4 Disciplines of Execution (4DX) methodology. The approach addresses four disciplines: (1) focus on wildly important goals, (2) act on lead measures, (3) keep a compelling scoreboard, and (4) create a cadence of accountability. Please see OIT's FY15 Wildly Important Goals (WIGs) below and our 4DX one-pager and methodology details in the Appendix.

Wildly Important Goals (WIGs)

1

BACK TO BASICS:

30% increase in service excellence rating by close of FY15

2

PROTECT STATE DATA AND ASSETS:

10% reduction in information security risk for Colorado agencies by close of FY15

3

CUSTOMER-FOCUSED EMPLOYEES:

2% increase in employee engagement by close of FY15

4

IT JOB GROWTH:

1,000 more IT jobs in Colorado by close of FY15

FY15 Strategic Initiatives

Our focus

We have identified initiatives that we will be focusing on in order to accomplish our goals. These initiatives were rolled-up from functional teams' strategic plans in combination with agency input.

BACK TO BASICS

- **Reliable infrastructure:** Provide consistent, robust, and highly reliable technology infrastructure and enterprise application architecture and tool framework to increase agility, efficiency, and service quality (CTO)*
- **Responsive end-user support:** Create a framework to seamlessly transform the end-user computing landscape from its current state to a world-class environment that enables enhanced end-user productivity with a focus on transforming user design, support, optimization, and transformation (CTO)
- **Transparent billing:** Improve transparency and understanding of OIT services and billing (CFO)
- **Define architecture:** Define OIT internal system architecture, tools, and interfaces (CTO)
- **Establish IT Ecosystem:** Improve end-to-end Service Delivery Management and related metrics across OIT (CCO)
- **Mature incident management:** Mature, drive, and communicate service operational processes to enterprise IT levels: major incident management, change management, problem management, patch management and service desk intake (CTO)
- **Eliminate redundant applications:** Reduce the number of state owned applications in order to reduce cost of maintenance, increase application flexibility, and drive alignment across the enterprise (CTO)
- **Consistent project management:** Collaborate and partner with agencies to identify IT solutions that meet business needs, reduce complexity, and apply proven technology (CCO)
- **Bolster GIS Services:** Develop the State of Colorado repository of GIS data and web services In partnership with local governments and other state agencies (ITED&BusOps)

*Note that every initiative has an assigned leader in order to track the initiative's progress. The assigned leader is identified in parentheses at the end of each initiative: CTO is the Chief Technology Officer, CCO is the Chief Customer Officer, CFO is the Chief Financial Officer, CISO is the Chief Information Security Officer, Comms is the Chief Communications Officer, ITED&BusOps is the Director of IT Economic Development and Business Operations, and HR is the Director of Human Resources. Although there is a leader assigned to each initiative, this does not mean that their team is solely responsible for executing the initiative. Instead, nearly all initiatives are a collaborative effort which require activity from most or all teams.

FY15 Strategic Initiatives

Our focus [continued]

PROTECT STATE ASSETS & DATA

- **Standardize compliance:** Create a framework for streamlining audit remediation (CTO)
- **Identify risk:** Create an agency risk report card (CISO)
- **Manage risk:** Implement a standard risk management framework for all state agencies (CISO)
- **Reduce risk:** Implement the "next 4" SANS 20 Critical Security Controls (CISO)

CUSTOMER-FOCUSED EMPLOYEES

- **Clearer communication:** Continue role clarification and process implementation to ensure our agency customers receive consistent and timely messaging and information (CCO)
- **Define governance & process:** Implement process and governance enabling visibility and linkage to IT strategy, budget, and annual plan (CCO)
- **Relevant metrics:** Evaluate and modify current organizational metrics to more effectively monitor the organization's status both internally and externally (ITED&BusOps)

IT JOB GROWTH

- **Engage IT economic development:** Define and launch ambassador program for IT companies new to Colorado (ITED&BusOps)
- **Mature broadband:** Define and implement state-owned broadband mapping process and measurements (includes stakeholder input process & data verification process) (ITED&BusOps)
- **Expand planning for FirstNet:** Kick off and manage the formal FirstNet state consultation process (ITED&BusOps)

Evaluation

OIT's status on each WIG and its associated lead measures will be reviewed by the ELT and shared with the organization monthly. Each strategic initiative will have milestones and quarterly targets set at the beginning of the fiscal year, and the owner of each initiative will be responsible for providing updates, or "quarterly actual" report-outs to OIT employees. All this information will be accessible by OIT employees on OIT Plaza's Strategic Planning page. Additionally, all OIT employees will receive a quarterly email from leadership with a brief update on our initiatives. We want to ensure the highest level of accountability and transparency and would like employees to be involved in staying up-to-date!

Call to Action for Employees

Each OIT employee plays an important role in delivering on OIT's long-term strategic vision. Please reach out to your manager to discuss how your Performance Plan aligns with the Playbook and to learn how you can become involved in contributing to our Playbook work.

Appendix A

4DX Methodology

Recently, the Governor’s Office implemented a new system for strategic planning to be shared and used by all state agencies. The 4 Disciplines of Execution (4DX) is a simple and proven set of practices for planning and execution based on the book written by Chris McChesney, Sean Covey and Jim Huling. Below are details regarding the methodology and OIT’s application of the strategy. The groundwork for OIT’s Wildly Important Goals (WIGs) and Lead Measures came directly from strategic planning work many teams participated in this spring.

4 DISCIPLINES OF EXECUTION

Focus on Wildly Important Goals (WIGs)

- Set of **top priority** goals with achievable targets
- Focus on the major areas where change can make the largest impact
- Reflect **measurable improvements**, rather than vague ideas
- *Example: Reduce weight from 150 to 140 pounds by 8/1/15*

Act on Lead Measures

- The high-impact things the **team can contribute** to reach the goal
- **Influence** the accomplishment of the goals
- Tracked regularly and reported on monthly
- *Example (in reference to the example above):*
 - *Go to the gym at least twice every week*
 - *Consume a maximum of 2,000 calories per day*

Keep a Compelling Scoreboard

- Provides a **clear and widely visible** display of progress to all employees
- Established to **engage** teams in how we are doing
- Will be available on OIT Plaza

Create a Cadence of Accountability

- **Hold each other accountable** for staying focused on WIGs and achieving lead measures
- **Regular and rhythmic** status check-ins

To learn more about the 4DX method, refer to the book, “The 4 Disciplines of Execution”, by Chris McChesney, Sean Covey, and Jim Huling (2012).

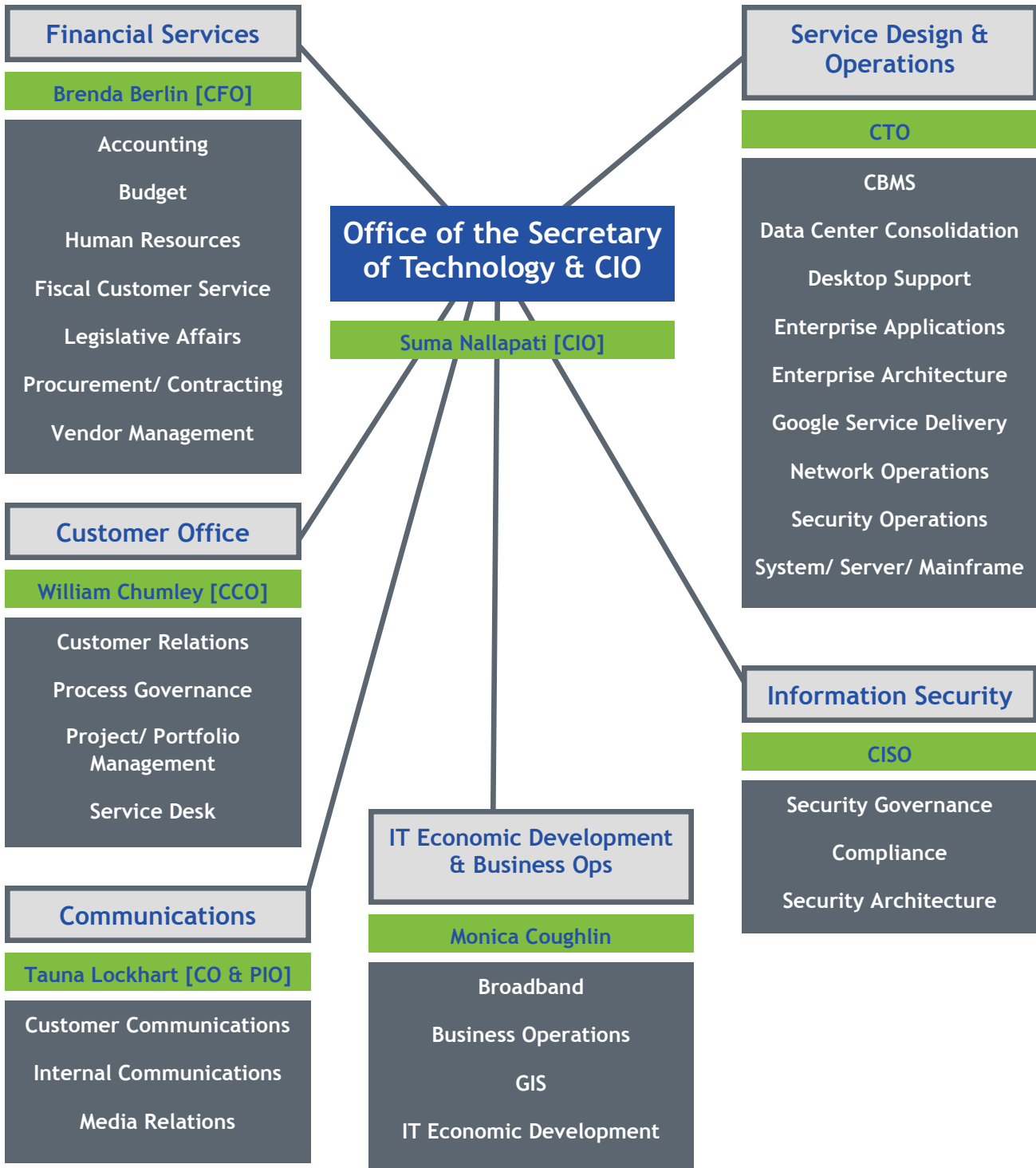
Appendix B

OIT FY15 Wildly Important Goals [WIGS]

WIG	Owner	Lead Measures
30% increase in Service Excellence Rating by close of FY15 [from score of 56 to 73 on a 0-200 point scale]	Chief Customer Officer & Chief Technology Officer	<ul style="list-style-type: none"> Average on-boarding time of <10 days across all agencies Service Desk Satisfaction ≥80% Network & server & data center availability ≥99.9 % Uptime for all critical and essential applications ≥99.75% Tickets that meet mean time to total resolution (TTR) ≥90% Project Health index "green status" every month; mitigation meetings weekly for key agency initiatives Hold at least one meeting per month per agency to review OneView dashboard & SLC outcomes Implement agreed upon recommendations from OSPB Billing and Overhead studies to ensure financial transparency Establish a baseline of IT spend and perceived value Increase cloud utilization (target TBD)
10% reduction in Information Security Risk for Colorado agencies by close of FY15 [from score of 18.4 to 16.6]	Chief Information Security Officer	<ul style="list-style-type: none"> All new Systems Security & Data Privacy Compliant, monitored through weekly project gating meetings ≥95% of all Systems Evaluated/Monitored in Real-Time Security Awareness Trainings completed by ≥90% of employees Overdue security-related audit findings reduced by 5% every quarter Average number of new high-risk security-related external audit findings not remediated under 60 days reduced to 50 or less annually
2% increase in Employee Engagement by close of FY15 [from score of 56% to 57%]	Director of Human Resources	<ul style="list-style-type: none"> Introduce and implement Career Development Plans to two units each quarter Provide one leadership development training opportunity each quarter Provide one technical training program for staff each month Conduct Talent Review and Succession Planning in October 2014; conduct gap analysis and create mitigation plans in January-February 2015 Conduct All Hands Meeting, All Managers Meeting or Open Mic event each month
1,000 more private IT jobs in Colorado by close of FY15 [from 100,503 jobs to 101,503]	Director of IT Economic Development and Business Operations	<ul style="list-style-type: none"> Meet with at least 4 IT companies each month Send out at least 5 correspondence campaign letters each month Engage IT Economic Development Advisory Council to reach out to at least 5 companies per quarter

Appendix C

OIT Functional Org Chart FY15





FY15 Playbook

August 2014