

### 3.

## **OPERATIONAL EFFECTIVENESS** - Strengthen the enterprise through the optimization of people, processes, and technology and by creating a culture of excellence and accountability

With DET providing IT services to state agency customers, and agency IT organizations in turn serving their business area customers, nothing is more central to our mission than optimizing that service provision and establishing sustainable mechanisms to measure our effectiveness. Operational excellence is, and will continue to be, a paramount goal for the state IT community.

Recent developments have advanced our progress toward that goal and have made measuring our activities more workable. Establishing one primary state data center and implementing an enterprise technical reference model provided the foundation for enterprise shared services. Now, that foundation can be enhanced through optimizing IT infrastructure assets and resources, incorporating Lean government principles, strengthening the partnership between DET and its agency customers, and developing a program to measure and monitor the performance of enterprise IT services.

The state's embrace of both private and public cloud solutions provides additional flexibility for business areas. Meanwhile, STAR and business intelligence tools allow for the generation of more meaningful and detailed service-provision information. The enterprise intends to leverage those tools and work collaboratively to deliver IT services that are cost-effective, secure, and reliable.

The benefits of optimization are clear: the state can standardize on fewer platforms and better accommodate the expected growth in necessary storage and backup software. By eliminating duplicative infrastructures, money will be saved through server decommissions and license non-renewals. The total estimate of savings and cost avoidance for this biennium due to the Optimization program is \$12.7 million. Meanwhile, enterprise security will be significantly enhanced by the single view of people and devices that are the outcomes of optimization and domain migration.

**3.1 OPTIMIZATION** - *promote operational efficiency through continued implementation of a shared services model that utilizes enterprise standards to support agile and innovative management of IT services.*

**OBJECTIVES**

- Continue the consolidation of infrastructure, platform, and security services into an enterprise solution.
- Migrate users and desktop accounts from agency domains to the standard enterprise environment to enable single sign-on for enterprise applications and further cloud expansion.
- Define a plan to transfer applications from agency domains to the standard enterprise domain to provide a standardized identity system and to leverage enterprise security.
- Identify all multi-agency locations to which IT services are supplied and find opportunities to share infrastructure at those sites.
- Advance the ability of state agencies to use a cost-effective, integrated cloud-based solution.

**3.2 LEAN GOVERNMENT** - *create sustainable mechanisms for generating ideas and developing solutions to increase operational efficiencies and customer satisfaction by eliminating duplication and waste within our processes.*

**OBJECTIVES**

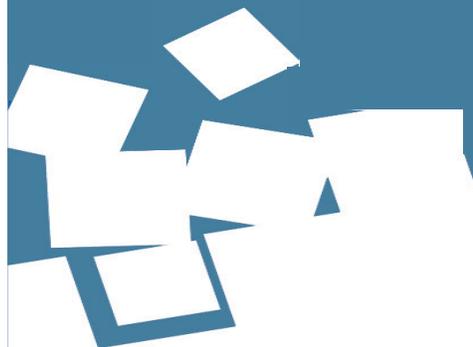
- Survey internal and external stakeholders to identify process improvements opportunities.
- Ensure training is available to staff that focuses on Lean methodology, performance metrics, and change management.



**Leveraging the Cloud**

In February 2016, the Information Technology Enterprise Steering Committee (ITESC) approved an overarching cloud policy for the enterprise, in which the Division of Enterprise Technology (DET) serves as the broker for cloud services utilized by the enterprise and individual agencies. DET contracts for the appropriate cloud services and, utilizing DET management processes, bills agencies accordingly for those services used. As the cloud broker, DET can provide seamless, cost-effective service offerings, whether the underlying infrastructure for those services resides on premise at the state data center or within a public cloud. This approach is designed to achieve consistent, systematic, cost-effective, and secured migration from on-premise to cloud services when the cloud provides optimal solutions.

The cloud policy is having an immediate positive impact for the enterprise. DET is managing a rollout of cloud-based Unified Communications (UC) functionality to state agencies, which will transition from analog to Voice over Internet Protocol (VoIP) telephone technology. UC will integrate computer and mobile devices with telephone services. Establishing an enterprise service for UC will leverage buying power and streamline support. DET is the enterprise service provider for the underlying architecture and support services and is working in close collaboration with agency customers to make certain the VoIP services brokered by DET provide efficient and effective solutions to agency business needs.



### 3.3 SERVICE EXCELLENCE AND ENGAGEMENT - *strengthen the partnership between the Division of Enterprise Technology and enterprise agencies by fostering a culture of open communication and collaboration and by providing excellence both in the delivery of services and in customer satisfaction.*

#### OBJECTIVES

- Create, update, document and share standards and processes that support consistent service delivery.
- Cultivate and strengthen existing customer relationships by developing mechanisms to facilitate outreach and information sharing with stakeholders.
- Develop mitigation strategies and standard protocols for customer and employee recommendations to improve service delivery and quality.
- Continue and expand the INSPIRE Communications program within the Division of Enterprise Technology.

### The Customer Model

We create a positive customer experience when we engage and....



### 3.4 PERFORMANCE MANAGEMENT - *establish a program to measure and monitor the performance of enterprise IT services to ensure the realization of strategic, operational, and financial goals.*

#### OBJECTIVES

- Develop an IT Performance Governance policy.
- Define IT Key Performance Indicators and metrics by determining the critical success factors that support and align to enterprise and agency business objectives and strategies.
- Create meaningful performance dashboards and scorecards with metrics and indicators that focus on the customer experience, service delivery, infrastructure and application availability, project management, financials, and staff utilization.
- Construct and implement a communications plan to ensure timely and frequent reporting of performance results and plans of action to leadership, employees, and stakeholders.