

CIO - CAO



Commonwealth of Virginia Strategic Plan for Applications

February 24th
Will Goldschmidt

CIO - CAO



Who developed it

- Information Technology Investment Management Customer Council (ITIM CC)
 - Includes representatives from DMV, VDOT, DOF, VDH, DRS, TAX, DSS, VSP, DOE
 - And representatives from DPB, VITA, VEAP

What does it do?

- Provides the Executive Branch of government with a to-be vision for application management and the goals, objectives and strategies for achieving the vision.

Why is it needed?

- The increasing age of our government employees
- The increasing demand on Gov't services
- The increasing expectations from Government customers
- The decreasing ability of Government to attract a new employees
- The flat or decreasing resources available to Government

Definitions

- Enterprise Applications: Centralized administrative applications which act as the authoritative source of data or processing for the Commonwealth.*
- Collaborative Applications and Services: Business applications and services which provide organizations and/or political subdivisions the opportunity to work together, in a substantive, mutually beneficial relationship, towards a common integrated solution.
- Agency Specific Applications: Applications which support a unique agency requirement or mission.
- Vision: A desired end state.
- Governance:
 - *"... the leadership and organizational structures and processes that ensure that the organization's IT sustains and extends the organization's strategies and objectives."*
IT Governance Institute
 - *"The processes which ensure the effective and efficient use of IT in enabling an organization to achieve its goals."*
Gartner

* Opportunities for more than “administrative” systems.

Application Vision

Vision for Applications

- Enabling Government by providing effective, efficient, necessary and secure applications to meet the needs of citizens, business and government.

Long Term Goals

- Delivery mechanisms that allow customers to serve themselves.
- Applications which enable delivery of efficient and effective services.
- A unified framework for application governance, planning and management.
- Secure, reliable, confidential, and trusted services.

Virginia's Vision

Vision For Virginia

- Responsible Economic Growth
- Enviably Quality of Life
- Educated Citizens Prepared for a Successful Life
- Best-Managed State Government

Long-Term Goals

- Be recognized as the best-managed state in the nation.
- Be a national leader in the preservation and enhancement of our economy.
- Elevate the levels of educational preparedness and attainment of our citizens.
- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect, conserve and wisely develop our natural, historical and cultural resources.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy, and improves our quality of life.

Strategic Framework

- Development of Goals, Objectives and Strategies that support the strategic vision and can be used to measure investments and progress
 - Goal: A broad statement of the long-term results needed to accomplish the organization's mission and achieve its vision.
 - Objective: A description of the results that, when achieved, move an organization toward its stated goals.
 - Strategy: An action that supports the accomplishment of the strategic plan and delivers the results needed to accomplish goals and objectives.

“As-Is”

- Citizens of the Commonwealth access services through a multitude of government websites, organized as government is structured (Branch, Secretariat, etc) and not the manner in which citizens think of services.
- Citizens must find the form(s) they need, determine what must be filled-out, and submit (via snail mail or customer service center) to the appropriate agency(s).
 - Personal and financial information is repeated on each form.
 - Application tracking is not possible.
- This process is repeated for each requirement service.
- Agencies process paper forms, usually by keying the data into an electronic agency system.
- Data is maintained with agency silos and current data is not made available to sister agencies



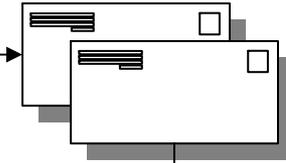
User



Websites



Multiple forms



Snail-Mail



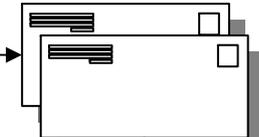
Manual Input



Bank



Printed Forms



Snail-Mail



Citizen Interaction “To-Be”

- Citizens of the Commonwealth access services through a “one-stop shop” web portal.
- Citizens authenticate themselves by providing information, which is validated against an Identity Management Service. Once authenticated, the citizen is presented with a list of services available him/her.
- Citizens selects the service(s) and respond to specific prompts for necessary information not already available such as banking/credit card information, and specific data elements necessary for each service.
- Standard “messages” are sent to the applicable agencies, providing the information electronically. Return messages provide a notice to the citizen with the status of each service request, including tracking numbers.



Citizen Interaction "To-Be"

User



E-Payments



eForms

Agencies



E-Tracking
E-Certificates

XML Data Exchanges

Collaborative Services

- Centralization and Shared Services are different concepts
 - *Centralization focuses on economies of scale and standardization*
 - *Shared services is a service delivery model. Service delivery models define how services will be delivered, i.e. the manner in which a service provider's people, processes, technology, structures, funding and governance will be orchestrated to meet specific business value expectations.**
 - *Genuine shared service organizations consciously and selectively determine what services they offer. They organize resources around services and processes, rather than functions or technologies, to ensure an optimized service experience delivered in the most efficient manner possible.**
 - Shared Services are owned and governed by those that use them

Shared Services Understood

- Three Types
 - Customer- and Service-oriented
 - Most IT Shared Services fall into this category
 - Project Management, Centers of Excellence
 - Process-based
 - Usually high volume transaction based
 - Accounts Payable, Payroll
 - Competitive
 - Services & processes which cut across functional boundaries
 - HR, IT & Real estate into an “on-boarding service”

Commonwealth Applications Vision

“AS-IS”

Enterprise Applications			
FM	Payroll	Procurement	HR

Collaborative Services		
HR	Payroll	PR

Agency Applications			
eSignature	Portals	TREDS	iFile
			Human Resources
			Time-Attendance
			Financial Mgmt
ePayment	Licensing	Medicaid	
		Business Intelligence	
		Content Mgmt	

“TO-BE”

Enterprise Applications			
FM (Core)	Payroll (Core)	Procurement (Core)	HR (Core)

Collaborative Applications & Services			
eSignature	One Stops	Enterprise Content Management	Human Resources
			Time-Attendance
			Financial Mgmt
ePayment	Licensing		Va.gov
		Business Intelligence	Development Support

Agency Applications			
Medicaid			iFile
TREDS			

Application Goals

- The Commonwealth will accomplish the vision by:
 - Goal: Provide delivery mechanisms that allow customers to serve themselves
 - Objective: Improve customer self-service opportunities, making services convenient, cost efficient and accessible
 - Objective: Develop collaborative opportunities which deliver accessible, reusable, efficient and modern services for an e-culture
 - Objective: Manage enterprise information by making all appropriate state-managed data available to all levels of government, citizens and businesses
 - Goal: Provide applications that deliver efficient and effective services
 - Objective: Manage enterprise information by making all appropriate state-managed data available to all levels of government, citizens and businesses
 - Objective: Develop collaborative opportunities which deliver accessible, reusable, efficient and modern services for an e-culture
 - Objective: Improve business by identifying, developing and reusing cost efficient processes, technologies and services
 - Goal: Provide a framework for application governance, planning and management
 - Objective: Develop governance and planning which supports accountability and agile decision making
 - Objective: Plan, budget and measure by establishing a methodology for selecting, controlling and evaluating application investments
 - Goal: Provide secure, confidential, trusted and reliable applications
 - Objective: Provide secure and trusted authentication of application users

Objective: Improve customer self-service

-opportunities, making services convenient, cost efficient and accessible.
 - Strategies
 - Consumer Friendly Forms
 - Digital Signature
 - Intuitive User Interfaces
 - Actionable Information
 - Emerging technologies

Objective: Develop collaborative opportunities

- ...which deliver accessible, reusable, efficient and modern services for an e-culture.
 - Strategies
 - Enterprise Applications
 - Shared services
 - Centers of Excellence
 - Standards
 - Facilitate shared services between agencies

Objective: Manage enterprise information

- ...by making all appropriate state-managed data available to all levels of government, citizens, and businesses.
 - Strategies
 - Master Data Management
 - Data Governance and Standards
 - Information transparency
 - Identity and Access Management (Security)

- ... by identifying, developing and reusing cost efficient processes, technologies and services.
 - Strategies
 - Business Architecture
 - Business Process Mapping
 - Emerging Technologies
 - Service Oriented Architecture

Objective: Develop governance

- which supports accountability and agile decision making.
 - Strategies:
 - Commonwealth governance
 - Enterprise applications governance
 - Collaborative applications and services governance
 - Agency application governance*
 - Data governance*

*In compliance with Federal mandates

Objective: Plan, budget and measure

- by establishing a unified methodology for selecting, controlling and evaluating application investments.
 - Strategies
 - RTIP
 - ProSight
 - Strategic Plans
 - Application Portfolio*
 - Application Roadmap*

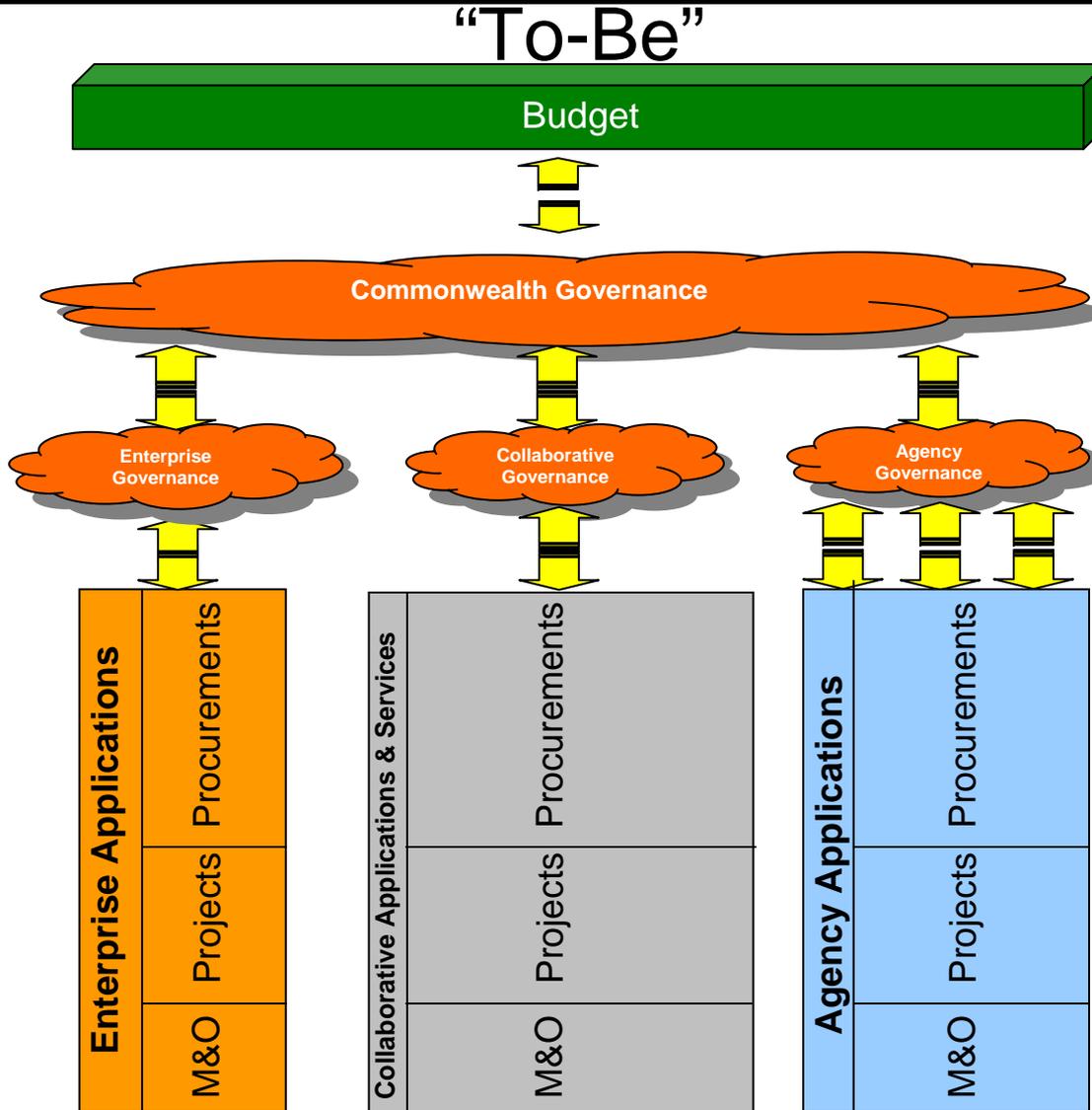
Objective: Provide secure and trusted

- ... authentication of application users.
 - Strategies
 - Secure identity and access management
 - Single-Sign-On
 - Master Data Management
 - Data standards

Next Steps

- Develop an Applications Plan to meet the Vision, to include:
 - Governance Models
 - Organizational Structures
 - Roles & Responsibilities
 - Policy & Procedures
 - Identification of changes to existing Policy, Standards, Guidelines and Code of Virginia
- Develop measures to evaluate performance
- Develop a Data Strategy and Governance (Enterprise, Collaborative, and Agency) in support of the Applications Strategy

Commonwealth Applications Planning & Governance Vision



Summary

- Resources are limited
- By collaborating, we can meet common business needs at less cost to the Commonwealth than pursuing individual solutions
- The vision requires greater transparency to support decision making

Questions & Comments



Goals

- A goal is a broad statement of the long-term results needed to accomplish the organization's mission and achieve its vision.
 - Typically phrased in general language, such as to *strengthen, serve, become, or improve.*
 - *Examples of strategic goals:*
 - *Goal #1: Enhance the independence, well being, and personal responsibility of customers.*
 - *Goal #2: Cultivate a diverse workforce capable of accomplishing the system's mission.*
 - *Goal #3: Rank among the top 10 states in the U.S. in the number of successful adoptions of children with disabilities by FY2007.*

Objectives

- An objective is a description of the results that, when achieved, move an organization toward its stated goals.
 - There can be any number of objectives associated with a goal, but the number should be manageable. An objective could have one or more of the following key characteristics.
 - Key Characteristics
 - Describes results needed to accomplish a goal
 - Measurable
 - Usually begins with an action verb or an introductory phrase, followed by an action verb
 - May support multiple initiatives or strategies
 - Collectively address key business areas
 - *Following are examples of objectives:*
 - *Develop a financially balanced and structurally sound budget for Virginia.*
 - *Inform, educate and empower youth to make healthy lifestyle choices.*

Strategies

- Strategies are actions that support the accomplishment of the strategic plan and deliver the results needed to accomplish goals and objectives. The methods of achieving an objective are the actions or tasks an agency intends to carry out to accomplish its objectives within a specified time frame.
 - Normally, these high level strategies become objectives and action items within or across specific business/service areas. When monitoring measures, it is the adjustment of these strategies that will influence the direction of the measures.
 - *Following are examples of strategies.*
 - *Customer service standards development*
 - *Development and delivery of customer service training for all employees*
 - *Establishment of an employee awards and recognition program*

Measure

- A measure is a meaningful indicator used to determine performance, a criterion or value used to determine the magnitude or degree of something, a tool used by management and members of the organization to determine the effect that strategies and activities are having on the accomplishment of objectives and goals.
 - Measures are assigned to objectives. An objective may have one or multiple measures. There are different types of measures (as can be seen in “Measure Type” below) and an objective can be measured different ways to ensure the desired results are being achieved.
 - **Input Measure Definition:** A measure that describes the amount of resources used to conduct an activity, produce an output or provide a service; a measure that describes the volume of incoming work to be processed; usually consists of a single numeric value (e.g., \$2,000 spent on conference fees); a type of workload measure.
 - *Examples: Number of hours used to analyze a new software package; Amount of money invested/spent*
 - **Output Measure Definition:** A measure that describes the amount of work completed or output produced; usually consists of a single numeric value (e.g., 47 people trained); a type of workload measure.
 - *Examples: Number of service calls closed; Number of customer calls received*
 - **Outcome Measure Definition:** A measure that describes the results achieved by an activity compared to the activity’s intended purpose; the extent to which a service or activity has impacted its intended audience.
 - *Examples: Problem resolution rate; Customer satisfaction rate; Employee retention*
 - *Following are examples of measures:*
 - *Violent crime rate*
 - *Average citizen satisfaction rating*
 - *Employee turnover rate*