

**GBET 2001 - Government Business Education & Tech Expo**

# **The Agency IT Manager**

## **Presenters**

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# Challenges

- **High Risk of Project Failures**
- **Effective Use of Emerging Technologies**
- **Accelerating Vendor Release Cycles**
- **Retiring Obsolete Technologies**
- **Managing Business Needs**
- **Appropriate Technology Standards**
- **Increased Emphasis on Security**

# Agenda

- **Leadership**
- **Qualities**
- **Planning**
- **Projects**
  - 15 Minute Break
- **Resources**
- **Technology**
- **Case Study**
- **Questions**

# Leadership

# IT Leadership Trends

- **IT Leaders and Their Organizations Must Possess Business and Technology Skills to Be Effective**
- **Deep Technical Resources Will Be Acquired Contractually to Support These Organizations**

# **IT Leadership Best Practices**

- **Align IT Organization With Business Direction**
- **Participate in Strategic and Tactical Business Planning and Execution**
- **Identify IT Project Scope and Objectives**
- **Monitor IT Projects Against Business and IT Plans**
- **Coordinate Recruiting and Retention of Permanent and Contractor Resources**

# IT Leadership Summary

- **Business and IT Strategies**
  - Are There Business and IT Strategic Plans?
  - Are They Aligned?
- **Organizational Alignment**
  - Is the IT Organization Aligned to Support the Business?
  - Are Business Executives Including IT in Key Decisions?
- **Roles and Responsibilities**
  - Is IT Authority Clearly Defined?
  - Are IT Responsibilities Understood?
  - Is IT Held Accountable?
  - Does IT Have the Necessary Expertise/Resources to Deliver?

# Qualities

# Leadership Roles

- **Champion – Provides a Management Commitment and Vested Interest in the Success of Projects**
- **Facilitator – Promotes Appropriate Technology to Support the Business**
- **Synthesizer – Interprets Information From Numerous Sources and Determines IT Impact**

# Champion

- **Technical Expert – Builds Confidence and Trust Through IT Competency**
- **Spokesperson – Promotes Progress by Gathering and Sharing Information**
- **Motivator – Drives Project Ownership By Clarifying Project Goals**

## **Facilitator**

- **Business Liaison – Forges Consensus With Internal Partnerships and Strong External Alliances**
- **Organizational Specialist – Inspires Employees By Valuing Excellence and Diversity**
- **“Quick Change” Artist – Creates a Nimble IT Organization by Advocating and Initiating Change in Response Business Conditions**

# Synthesizer

- **Strategist – Compels Progress by Creating and Communicating Vision**
- **Planner – Promotes Timely Action Through Assessment of Project Risks and Open Communications**
- **Resource Allocator – Promotes Project Execution By Monitoring Project Resources**

# **Building IT Leadership**

- **Work Closely with Executive Teams**
- **Identify Project Sponsors and Process Owners That Will Benefit from Projects**
- **Set Clear Priorities**
- **Establish Impartial Criteria For Funding Projects**
- **Phase Projects for Clearly-defined Scope of Work**
- **Ensure Resources Understand User Needs**
- **Remember the Near-term Issues of Line Managers**

# Leadership Qualities Summary

- **Business and IT Strategies**
  - Do You Understand Business Needs and Priorities?
  - Does the IT Plan Focus on Both Near- and Long-term Goals?
  - Do You Effectively Leverage Existing Resources and Systems?
- **Organizational Alignment**
  - Have You Built Personal Relationships Across the Organization?
  - Can You Work with Elected Leaders to Develop Meaningful IT Policies?
- **Roles and Responsibilities**
  - Do You Have Sufficient Technology *and* Management Skills?
  - Does the Organization Utilize Effective Project Management Methods?

# Planning

# Planning

**“If you don’t know where you want to get to... it doesn’t matter which way you go.”**

The Mad Hatter in Through the Looking Glass, Louis Carroll

# Planning Overview

- **Strategic Business Plans**
  - Identifies Future Business Direction
  - Focuses on Long-term Business Goals
  - Emphasizes Business Vision and Scope
  - Allows Changes in Priorities
- **Strategic IT Plans**
  - Aligns IT with Long-term Business Goals
  - Emphasizes Technology Vision and Scope
  - Allows Changes in Priorities
- **Tactical Plans**
  - Focuses on Single Project
  - Emphasizes Near-term Implementation
  - Results in Completed Project

# Strategic Business Planning

## Defines Business Direction

- **Formal Concept for Delivering Business Services**
- **Final Purpose to Delivering Business Services**
- **Components to Deliver Business Services Successfully**
- **Delivery Mechanisms for Efficient Business Service Delivery**
- **Business Priorities**

# Strategic IT Planning

- **Prioritizes IT Direction to Support the Strategic Business Plan**
  - ❑ **Current IT Organization Structure**
  - ❑ **Current Funding for Existing and Future Systems**
  - ❑ **System Development Methodology**
  - ❑ **Current Technology Environment**
  - ❑ **Target Technology Environment**
  - ❑ **Gap Analysis**
  - ❑ **System Priorities**
  - ❑ **IT Organization Structure**
  - ❑ **Master Schedule**
  - ❑ **Cost/Benefit and Funding Analysis**

# Tactical Planning

## Build Action Plans for Each Project

- **Definition**
- **Acquisition**
- **Implementation**

# Planning Outcomes

- **Create Realistic Expectations**
- **Measure Performance and Manage Priorities Against Plan**
- **Update the Plan as Priorities Change**
  - **Build Consensus for Shared Needs for Systems**
  - **Understand Unique Requirements of the Enterprise**
- **Communicate the Strategic IT Plan**
  - **Involve Personnel from Line Organizations**

# IT Planning Summary

- **Business and IT Strategy**
  - ❑ Does the Plan Integrate the Future Business and IT Vision?
  - ❑ Has It Established Shared Goals and Expectations?
  - ❑ Are Project Designs Likely to Succeed?
- **Organizational Alignment**
  - ❑ Can the IT Organization Manage the Future Rather Than React to Crises?
  - ❑ Does the Planning Process Build Necessary Political Support for Successful Projects?
  - ❑ Does the Organization Encourage Open Communications?
- **Roles and Responsibilities**
  - ❑ Does Each Project Have Appropriate Stakeholder Roles?
  - ❑ Are Sufficient Resources Allocated to the Projects?

**Break**

# Projects

# Trends

- **Enterprise Implementations**
  - Enterprise Resource Management (ERP) Systems
  - Infrastructure Resource Management Systems (IRMS)
  - Geographic Information Systems (GIS)
  - Integrated Criminal Justice Systems (CJIS)
  - Healthcare Information Systems (HIS)
- **Customer Service and Performance Measures**
  - Expectations for Extensive Decision Management Tools
  - Reliance on Central Databases to Eliminate Duplicate Data Entry
- **Integrated Systems**
  - Greater Reliance on System Controls and Edits

# Project Failures

- **Few Projects Are Completed Within Original Cost and Schedule Estimates**
  - **On Average, Projects Overrun Original Cost Estimates and Schedule by 50%**
- **Many Projects are Cancelled**

# Ensuring Project Success

- **Require Management Commitment From End-User Organization**
- **Emphasize Planning and Consensus Definition of Written Requirements**
- **Focus on Clear Communications and Realistic Expectations**
- **Assign Adequate Resources**
- **Provide Project Managers with Authority, Expertise and Accountability**
- **Monitor Progress**
- **Define an Appropriate Organization Structure**

# Project Organization Structures

- **Functional – Line Hierarchy with Little Emphasis on Project Management**
- **Project Expeditor – Most Common; Project Members in Functional Organization; Little Authority for Project Managers**
- **Project Coordinator – Project Members in Functional Organization; More Authority for Project Managers**
- **Matrix – Workers Have Multiple Reporting Relationships; Emphasis on Projects and Project Management**

# Trends

- **Increase in Joint Planning and Execution of Projects**
  - Executive IT Steering Committees and Project Committees
  - Line Managers as Project Sponsors and Project Managers
- **Centralization and Integration of Data**
  - More Centralization Due to Web Technology
  - Greater Integration Needs and Expertise
- **Emphasis on Standards and Formal Relationships**
  - Technology Standards
  - Independent Verification & Validation (IV&V) Processes
  - In-house Service Level Agreements to Address Tightening Budgets and Increasing Demands

# Summary

- **Business and IT Strategies**
  - **Is the Project Tied to the Priorities in the IT Strategic Plan?**
  - **Does the Project Charter Outline Project Scope, Resources, Cost and Schedule?**
- **Business Alignment**
  - **Is There Consensus from Stakeholders on Priorities?**
  - **What is the Project Organization Structure?**
- **Roles and Responsibilities**
  - **Is There Management Commitment From End-User?**
  - **What is the Method for Resolving Conflict?**
  - **Have Adequate Resources Been Assigned?**
  - **Does the Project Manager Have the Authority, Expertise and Accountability Necessary for Success?**

# Resources

## **Critical IT Functions**

- **Research and Development – Strategic Planning, System Analysis, Statistics and Evaluation**
- **Administration – Procurement, Contract Administration**
- **Applications – Project Management, Application Software Maintenance and Development, Database Administration**
- **Operations – Data Center, Network Administration, Security Administration, Internet/Intranet Services, Installation and Maintenance Technicians**
- **Support – User Support, Help Desk, Training**

# Retention Factors

- **Flexible Paths for Advancement**
- **Opportunities to Learn New Technologies**
- **High Visibility Projects**
- **Open, Communicative, Visionary Leadership**
- **Training Opportunities**
- **Balanced Work-life**
- **Financial Incentives**
- **Financial Stability**

# **Top 10 Reasons For Leaving**

- 1. Offered Promotion at Other Organization**
- 2. Received Significant Increase in Base Salary**
- 3. Lack of Career Advancement/Development**
- 4. Inadequate Compensation**
- 5. Opportunity to Work on New and/or More Challenging Technology**
- 6. Dissatisfaction With Supervisor**
- 7. Lack of Senior Management Leadership/Vision**
- 8. Lack of Training Opportunities**
- 9. Need for Better Work-life Balance**
- 10. Desire for Alternative Work Arrangements**

WorkForce Magazine, 2001 IT Market Compensation Study

# Improving Retention

- **Increase Management Communications**
- **Provide Job Security**
- **Offer Flexible Work Environment**
- **Increase Advancement Opportunities**
  - **Difficult to Achieve in Era of Economic Slowdown**
  - **Offset With Other Benefits**
- **Invest and Train in *Necessary* New Technologies**
- **Assign Teams to Challenging Projects**

# Contracting and Outsourcing

- **Pre-qualified, Short-term Contract Staffing**
  - **Time and Materials**
  - **Fixed Fee**
- **Competitive Solicitations for One-time Projects**

# Alternatives

- **Outsource Commodities**
  - **Telephony**
  - **Network Communications**
  - **Desktops, Data Centers, Help Desk**
  - **Security**
- **Acquire Applications**
  - **Vendor Applications**
  - **Service Agreements**
- **Focus on Core Competencies**

# Reasons to Contract

- **Specialized Technologies**
- **One-time Projects**
- **Discrete Services**
- **Independent Validation & Verification**
- **Shared Risks**
- **Supplemental Resources**

# Contracting Risks

- **Building Good Contracts**
- **Ability to Manage Outsiders**
- **Hiring a Reputation and Not Getting Quality**
- **Offending Your Own Resources**
- **Neglecting Knowledge Transfer**

# Outsourcing Risks

- **Negotiating a Comprehensive Contract**
- **Retaining Control of the Outsource Entity**
- **Terminating and Transitioning Back to Internal Resources**
- **Addressing Collective Bargaining Agreements for Those Transferring to the Outsource Entity**
- **Retaining Staff**

# IT Resources Summary

- **Business and IT Strategies**
  - **What Makes the Business Direction of Your IT Interesting?**
  - **Are Existing Employees Assigned to Support New Projects and Technologies?**
- **Organizational Alignment**
  - **Do Employees Understand the Organization's Goals?**
  - **Is the Organization Structured to Encourage Employee Contributions to a Positive Work Environment?**
- **Roles and Responsibilities**
  - **Are Employees Empowered to Grow Toward Different Roles and Responsibilities?**
  - **Do You Have Recognition Programs That Acknowledge IT Employees' Support of Business Objectives?**

# Technology

## **Technical Goals**

- **Scalable Infrastructures That Meet Present and Future Needs**
- **Customer Service and Technical Support That Simplifies End-User Experience**
- **Improved Capabilities for Voice and Data Communications**
- **Technical Standards That Simplify Support Without Constraining Functional Needs**

# **Innovative Technologies**

- **Provide Clear Reasons for Automation**
- **Focus on Project's Value to Business; Not the Latest Technology**
- **Make it Simple to Learn and Use**
- **Avoid Treating Data as a Resource in Itself**
- **Provide Tools for Decision Management**
- **Build on Existing Systems Where Possible**

# Technology Selection

- **Confirm the Technology Selected Meets the Primary Business Needs**
  - **Supports the Functional Need**
  - **Simplifies Business Processes and Data Exchange**
- **Identify Technology Constraints**
  - **Integrates with Existing Systems**
  - **IT Resources are Prepared to Support the Technology**
  - **Third-Party Vendors are Reliable Providers with Proven Solution**
- **Verify that the Cost Estimates are Complete**
  - **Software and Hardware**
  - **Personnel Costs**
  - **Implementation Costs**

# IT Technology Summary

- **Business and IT Strategies**
  - **Is the Business Problem Defined Before Selecting the Solution?**
  - **Is the Scope of the Solution Realistic?**
  - **Are the “True” Costs Known?**
- **Technology Alignment**
  - **Is the Technology Proven in a Similar Environment?**
  - **Where Is the Technology in the Release Cycle?**
- **Roles and Responsibilities**
  - **Do You Have the Resources to Implement and Support the Technology?**

# Case Study

# Problem

## The New CIO in a Northwestern Agency Faced Many Difficulties

- **Departments Lacked Accountability for IT**
- **There Was No IT Strategic Plan**
- **Decentralization Made It Difficult to Set Policies Required for Definition of System Needs**
- **IT Assets Were Not Inventoried As Baseline for Current Situation and Target Plans**

## **Solution**

- **CIO Built Strong Relationships With Departments**
  - **Obtained Executive Support for IT Principles As Foundation for IT Steering Committee**
  - **Initiated New “Account Manager” Structure in IT to Improve Customer Service and Communications**
  - **Implemented Tactical Steering Committees for Major Projects**
- **Assigned “Process Owners” Across Departments With Authority to Set Policy**
- **Communicated Asset Management Policies**
  - **Defined “Ownership” and Responsibilities of IT Infrastructure**
  - **Promoted Departmental Assistance in Maintaining Accurate Inventories**

# Questions