

Division of Enterprise Technology

Operational Assessment Summary Report



Spring 2018

Division of Enterprise Technology

The Division of Enterprise Technology (DET) manages the state's information technology (IT) assets and uses new and innovative technology to improve government efficiency and service delivery. DET administers enterprise solutions and consults on technology services for state agencies, local government, and educational systems.

Operational Assessment Overview

The Division of Enterprise Technology (DET) is dedicated to the continuous improvement of division operations and processes. In the 2016-2018 State of Wisconsin Strategic IT Plan, CIO David Cagigal noted, “We must continue to build partnerships, strengthen the security of information, and *enhance our operational efficiency*.” Through the optimization of people, processes, and technology and by creating a culture of excellence and accountability, DET can achieve greater operational effectiveness.

In 2015, DET embarked on an initiative to improve its customer service activities using the INSPIRE model. Through a dedicated approach to understanding, defining, and then implementing INSPIRE strategies, work units within DET made noticeable improvements to their customer satisfaction scores. This activity, championed by DET leadership and led by DET staff, is an example of how working together to create solutions can have a positive impact on customers and DET itself.

As part of DET’s commitment to continuous improvement, as well as an extension of the INSPIRE program in driving positive change by working together, DET performed an operational assessment of its work areas and programs. This assessment analyzed the efficiency and effectiveness of division activities to identify process or policy improvement opportunities, ensure proper utilization of resources, recognize and share best practices, and assure the successful performance of its core responsibilities.

As the division continues to grow and assume additional responsibilities, it is vital that it continually assesses its readiness for change and uncovers critical success factors in achieving existing and future goals and objectives. By identifying opportunities to improve and building on best practices, the findings and recommendations described in this report will close the gaps in processes, address bottlenecks, and provide greater structure around key responsibilities.

Primary Objectives

- Analyze key areas of responsibilities within the division to understand their impact on overall division performance and abilities to meet internal and external business needs
- Assess division performance of key responsibilities
- Identify recommendations for process, policy, and organizational performance improvement
- Define and share best practices within work units

Assessment Methods and Activities

Internal Discussions and Interviews

The assessment involved discussion with division, bureau, section leadership and staff. Interviews involved current state and ideal state discussions related to essential and non-essential work duties, work load, organizational structure, and staffing.

External Research and Discussions

To gather external feedback regarding the operations, organization, and responsibilities, research and discussions on best practices within other government entities and private companies were conducted. Utilized sources include Gartner and other state IT professionals.

Key Findings and Recommendations

The recommendations provided below are based on several key findings. From these findings, common threads can be traced to a paradigm, which has produced operational successes (e.g., optimization) and improvements over recent years. Division staff should be proud of the accomplishments achieved including: completing the consolidation of IT infrastructure assets into one state data center; establishing a disaster recovery site in Milwaukee; creating and implementing a comprehensive cyber security strategy and framework; assisting with the launch of almost one hundred eGovernment services; and successful implementation of the STAR system.

With a focus on growth and the demands of an increased customer base, it appears that less attention may have been given to maturing divisional operational and organizational activities. The division's reputation, strengthened by recent successes in enterprise optimization and customer-focused activities, has been impacted by insufficient emphasis and construction of transparent policies and practices related to prioritization, governance, communication, resource management, and internal standards for operational activities, including performance management and financial controls.

From the interviews with leadership and staff, this talented team recognizes the need to transform their processes and activities to better meet the needs of their customers. They are dedicated to, and in many cases, have already uncovered, solutions to the findings below.

Finding 1: Governance of DET activities should be strengthened and mechanisms should be established for greater participation by business and agency partners.

In 2013, Governor Walker established the Information Technology Executive Steering Committee (ITESC) through Executive Order #99 with the intention of ensuring the effective deployment of enterprise IT services that align to the strategic business needs of the state of Wisconsin IT community and its stakeholders. This governance structure has provided a layer of accountability for both DET and agency IT programs. Through discussion with internal staff and external stakeholders, it is evident that while governance processes and tools exist at the ITESC level, an additional layer of governance may be necessary within DET itself to ensure that decisions regarding IT processes, procurement, policy, and strategy are made transparently and collaboratively. Currently, it is believed, warranted or not, that these decisions are made "within a bubble" and without proper consultation of internal and external stakeholders and technical experts, and full consideration of big-picture impact. The idea that DET "never says no," as both internal staff and external stakeholders stated, was a prominent comment and serves as an indication that maturity of IT governance is needed, particularly as it relates to controls, compliance (regulatory/audit), operational effectiveness, project management, and workforce and talent management.

Recommendation 1: It is recommended that an Enterprise IT Management Team be established with members of DOA/DET leadership. A charter should be created that reflects the goals, scope, inputs, and outputs for this team with the intent to create a framework of governance focused on enterprise goals and priorities with a road map to accomplish them. This may

include establishing policies or making decisions related to enterprise IT strategy, IT investments, prioritization, and project oversight.

Recommendation 2: *The Enterprise IT Management Team should establish performance measures for the division with specific attention to quantifiable results for enterprise IT activities.*

Recommendation 3: *The Chief Financial Officer (CFO) and Bureau of Business Services should have greater influence and be a point of required approval for all major IT purchases and provide greater oversight for IT expenditures, including personnel related.*

Recommendation 4: *The Business Relationship Manager role (discussed in detail later in the document) should provide greater insight into the strategic objectives and goals of their assigned agencies. A formal mechanism and output should be created for the reporting of these to the Enterprise IT Management Team for use when developing enterprise IT strategies.*

Finding 2: The absence of a formal prioritization model that addresses enterprise- and agency-level projects and requests creates confusion, perpetuates less effective use of resources, and impedes the completion of projects and requests.

As an organization that strives to be a responsive and reliable strategic partner, it is essential to establish collaboratively a formal prioritization model that balances the competing demands of disparate stakeholders while providing stable and secure IT platforms and services. Though a prioritization model was introduced this past summer, feedback received from internal staff and external stakeholders indicates confusion and trepidation over its execution within DET. Closely tied to governance, prioritization is key to the successful execution of duties and increased confidence in DET's ability to meet customers' strategic business needs. Transparency is needed to further define the difference between non-discretionary and discretionary projects.

Through discussions with technical and operational staff, they struggled to define DET's prioritization strategy, and instead the interviewers heard quotes such as, "we never say no" and "everything is a priority." From these interviews with staff and leadership, it appears that the methodology for the prioritization of workload is not clearly understood by most of the staff and may be influenced by subjective factors not associated with known strategies or business plans. A renewed emphasis on foundational aspects of assignment, completion, and control of workload activities must be encouraged to improve service and project delivery execution and expectations.

Recommendation 1: *It is recommended that the current methodology for prioritization of projects be reviewed transparently and in collaboration with key stakeholders. Best practices should be gleaned from those who have implemented formal methodologies within their own agencies and programs and by those recommended in external resources. Ultimately, this model should focus on ensuring the operational efficiency of the division is not compromised by additional activities and should consider all activities that impact staff resources (e.g., projects, incidents, and service requests).*

Recommendation 2: *In concert with recommendation 1, it is recommended that DET work with agency partners to discuss agency prioritization strategy and align that as closely as possible to the enterprise methodology. Further, process requirements for agency projects that impact DET resources should be established and communicated (i.e., all projects will need to have a prioritization score to be placed into DET's pipeline of projects).*

Recommendation 3: *It is recommended that use of the Innotas project portfolio management program be improved and formalized to include actual DET resource capabilities and deeper analysis of demand and supply. This will require work to link the Cherwell ticketing system activities into the program. This may require a new or enhanced technology option, depending on limitation of the current systems, or the assignment of a dedicated support staff member to administer the program.*

Recommendation 4: *To streamline and improve project delivery performance, an analysis of existing and future projects should be completed to accurately provide a realistic view of which projects can reasonably be undertaken by existing DET staff that will provide the most overall value to the state. This should include discussion related to how projects are placed on the “official” project list. For example, putting greater requirements around “pipeline projects” before they are placed into Innotas as “future” projects. This should be done in collaboration with designated agency partners.*

Recommendation 5: *Ensure that existing procedures related to project and service requests are clearly understood and communicated to all stakeholders. These processes should be further analyzed to ensure they meet both DET and agency needs.*

Finding 3: Transparency and improved consistent communication are necessary to increase staff and stakeholder confidence in the strategic direction and execution of DET activities.

Closely tied to the first two findings, improved transparency and communication are necessary to accurately articulate the value DET provides to business partners. In 2016, DET collaborated with agency partners to design and publish the 2016-2108 Statewide Strategic IT Plan and though it appears most DET activities align to that plan, feedback received from internal and external stakeholders indicate a belief that DET could improve the alignment of its activities with the plan and the business and programmatic needs of customers. Though mechanisms currently exist that have established greater relationship management, there are opportunities for DET to move beyond service provider and into the role of a true strategic partner. Further, it is essential that DET work with agency customers and partners to better understand how they can best engage with DET to ensure smooth delivery and resolution of support and services.

Recommendation 1: *As the division creates increased governance and an enhanced prioritization model, it should continue activities that leverage the existing 2016-18 Statewide Strategic IT Plan and technology road-mapping that identified key areas of focus by improving its dashboarding and reporting activities.*

Recommendation 2: *Create greater transparency around IT investment decisions to ensure alignment to business or enterprise strategic value.*

Recommendation 3: *Improve communication activities to business and programmatic partners, with special emphasis on increased communication to non-ITESC agencies.*

Recommendation 4: *Expand communication activities to include development and delivery of tools or guidance for agencies to better understand what they can do internally to ensure DET can effectively plan and provision agency projects and service requests.*

Finding 4: The division lacks a formal and meaningful performance management program that drives behavior and accountability for DET activities.

The 2016-18 Statewide Strategic IT Plan includes a goal to *establish a program to measure and monitor the performance of enterprise IT services to ensure the realization of strategic, operational, and financial goals*. The objectives within the plan are to:

- 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.

Recommendation 1: *Collaborate with agency partners to fully understand what metrics and indicators would be most valuable to them and create automated reporting to be published and shared as appropriate.*

Recommendation 2: *Establish a timeline to complete the objectives to establish a formal and comprehensive performance management and metrics program that accurately reflects the key responsibilities and activities within the division, as well as to drive behaviors and performance of staff. This program should be comprehensive in its evaluation of these key responsibilities and include a 360-degree approach to clearly articulate how DET provides and drives business value to the enterprise.*

Finding 5: Service and project delivery to existing customers is impacted by DET resource constraints.

Throughout the assessment, lack of resources was commonly mentioned as a major contributor to inefficiencies found within division processes and practices, with many believing that DET has a significant workload to resource issue. As DET has taken on more responsibility and activity around enterprise and state agency IT services (e.g., infrastructure), permanent staffing has not significantly increased to meet demands. Instead, resource gaps have been filled by the appointment of high-priced contracted staff.

Recommendation 1: *By improving practices related to governance and prioritization, DET will be better positioned to truly understand their resource needs. Once those activities are in place, it is recommended that each program within DET complete a staffing model exercise to understand current and future resource demand and need.*

Recommendation 2: *An analysis of work performed by contracted staff should be executed to better understand where the need for permanent staffing exists within the division. Based on this analysis, a plan should be developed to assign and fill positions available through FTE budget initiative. This has the potential to significantly reduce costs and dependency on non-permanent, contracted staff.*

Recommendation 3: *The division should complete a skill gap analysis of its current staff. This analysis includes an exercise to map out the current and future technical skills and expertise the division requires to meet agency and business needs. Once the analysis is complete, a plan should be established to close those gaps – this may include training of staff or collaborating with state agencies that may have the expertise.¹*

Recommendation 4: *The objectives described within the 2016-18 Statewide Strategic IT Plan related to workforce and talent management are designed to improve the recruitment, development, and retention of IT staff. An action plan should be created to complete those by the end of this calendar year.*

Areas of Opportunity – by Bureau

Bureau of Infrastructure Support (BIS)

The Bureau of Infrastructure Support is the largest bureau within the division with diverse responsibilities. The bureau, led by a dedicated and talented director and assistant-director team, has made significant improvement in addressing previous stakeholder concerns related to customer service, service delivery, and incident resolution. This team recognizes that additional work is necessary and is already taking steps to improve activities related to process documentation, incident management, and improved overall performance. Key areas were identified during the assessment and these specific recommendations will complement existing improvement efforts.

Automation – Several opportunities exist within the bureau to automate current processes to reduce staff workload and improve service delivery. The Network Access Management team, seen and self-described as a bottleneck, is a primary candidate for automation. Automated or self-service password resets and a knowledge base for the Enterprise Service Desk is another area to focus attention. From the Hackett survey,² an estimated 51% of help desk activities are related to these areas, with 43% specific to password resets. Automation activities are in progress or have been completed in many areas with great success (e.g., Mainframe and Web Platform Services), but increased emphasis on priority and resources should be assigned to speed up delivery. *An opportunity exists to collaborate and leverage other agency IT staff in this effort.*

Bureau and Section Metrics – The performance management and metrics program established within the Database/Data Communications section should be mirrored and expanded to all sections within the bureau and perhaps to other work areas within the division.

BIS Staff – Through the INSPIRE program and coaching by the bureau director team, most section chiefs appear to be aligned with the overall direction and expectations of the bureau, but further activity is needed in key areas. *This includes performing a gap analysis between specific position needs and employee skills and establishing clear employee-level data driven performance metrics as part of the annual performance review processes.*

¹ “Collaborative Services,” as described below.

² In 2016, the State engaged with the Hackett Group, a global business advisory firm, to lead a benchmarking analysis initiative related to procurement, human resources, and IT programs. The objective of this initiative was to “identify efficiency and effectiveness opportunities and baseline the impacts of transformation initiatives.”

Structure – There are two key areas within the bureau that may benefit from *additional assessment to determine if they are properly aligned –WAN/LAN Services and Data Center Planning and Operation.*

Training – Most staff indicate a strong desire and need for increased training opportunities, with most indicating a specific need for more timely training of new technologies or systems being implemented. Concerns were expressed relating to the purchase and implementation of systems without having the technical expertise to support those systems. *An opportunity exists to collaborate and leverage other agency IT staff in this effort.*

Support Positions – The bureau lacks support positions that could assist with the gathering, analyzing, and documenting of requirements for projects and service requests. These duties currently fall on section chiefs or technical staff whose time may be better allocated to other activities commensurate with their core responsibilities and skill sets. *Additional analysis is needed to determine which areas may benefit from support and what type of positions those may be – administrative, business analysts, project management, etc. It is recommended that this analysis be completed, and support positions be recruited by the end of this fiscal year.*

DOA Requests and Projects – Whether warranted or not, there is belief by DET staff in other bureaus and DOA division stakeholders that other agency work or enterprise work is placed at a higher priority. Anecdotal evidence was provided, but *it is recommended that discussions regarding the matter take place between the management teams of BIS and the Bureau of Business Application Services.*

Bureau of Technical Architecture & Project Management (BTAPM)

The Bureau of Technical Architecture & Project Management is a key bureau within the division, providing leadership and direction to DET technology efforts and projects, as well as a main point of contact for our external stakeholders. The workload within this bureau has increased and continues to increase due to both enterprise and agency demand. Efforts made to improve governance, prioritization, and transparency may have the most significant impact on this bureau. Bureau staff feel supported by its leadership but indicated concerns about the understanding of their challenges as it relates to workload, agency relationships, and streamlined execution of their duties. Based on staff interviews and stakeholder feedback, significant attention and focus should be placed on creating a more structured, standardized, transparent, and accountable bureau.

Business Relationship Managers

The Business Relationship Manager (BRM) within DET is described as a strategic liaison whose primary mission is to “build and maintain productive relationships between DET and its customers to ensure the delivery of timely and cost-effective Enterprise IT Services.” The key responsibilities outlined in the BRM position description (PD) include activities related to providing high-level, strategic support to assigned agencies by acting as a liaison between agency business partners and DET. This includes consulting with agencies regarding enterprise services, providing proposed IT solutions that align to agency business needs and strategic goals, and working with and leading cross-agency teams to resolve customer- and project-related issues.

Through internal discussions with DET staff and external stakeholders, a gap exists between the position as described above and within the PD and execution of actual duties. For example, when asked “*What do you feel the role of a BRM should be?*” an external stakeholder stated, “*They*

should act as a strategic advisor. They should facilitate communication by helping me figure out internal IT processes. They should have a deep understanding of my business, so they can align my organizational goals with the IT goals/timelines/strategies. They should be my advocate.” Further, in answering the following question, *“Is that how you would describe DET BRMs?”* the answer was *“It is not, they facilitate logistics.”* Though this is but one example, a similar theme was derived from several interviews, and though most felt the position provided value, that described value does not appear to be commensurate with the desired level of DET BRM activities. The position was consistently described as more administrative and operational than strategic, with BRMs spending a significant amount of their time on activities such as billing disputes, meeting facilitation, low-level project management, and following-up on requests, and are not primarily focused on strategic consulting, planning, or support.

The BRM role is an essential tool for maintaining customer satisfaction and connecting DET enterprise activities to agency-partner needs and objectives. The following recommendations highlight opportunities to better understand what expectations DET leadership has for the BRM role and aligning actual activities and responsibilities of that position to those expectations.

Strategic or Administrative – Determine the role BRMs should play within the enterprise. Are they primarily the strategic link between agency partners and DET or should they be focused on small projects and administrative operations as the role appears to be utilized today?

- *If strategic, it is recommended that the position remain at the current level and additional work be completed to shift administrative duties, so the position can focus on strategic matters.* Consistent standards, expectations, and performance measures should be established for the position to ensure ultimate value is achieved. It is critical to tie this position to a quantifiable ROI. Further, expectations should be set with agencies on the scope and authority of the BRM position.
- *If the position is to be utilized as it is today, it is recommended that the position description be revised to reflect actual goals and worker activities.*

Support Positions – *Complete a detailed audit of current BRM activities to determine administrative tasks that can be shifted to support-related positions. Initial crewing estimates reflect that BRMs spend approximately 1,000 hours annually on administrative activities that may be better handled by a support position or within another area of DET.*

Standardize – *Develop and implement standards and expectations for consistent delivery of BRM services to agency partners.*

Performance Management – *Develop section and individual employee key performance indicators and metrics to measure the success of the BRM program within DET.*

Project Management Office (PMO)

With an increased and diverse customer base, the DET Project Management Office (PMO) is an integral part of ensuring the successful and streamlined delivery of enterprise and agency projects and services. With only three permanent state employees, the office relies heavily on contractors, at a high cost, to fill the gaps caused by a high workload to resource ratio. Further, existing project manager (PM) positions are recruited and filled at the highest position, which may contribute to difficulty in recruitment activities. The recommendations

below seek to remove inefficiencies in resource utilization, improve consistency, and address stakeholder confidence.

Support Positions – Due to the lack of support positions, the PMO staff within DET fulfill all project management roles including project manager, business analyst, and coordinator. From discussions with project managers, it is estimated that each spends approximately 25% of their time on business analyst and coordinator type activities, for an estimated 5,000 hours or 2.4 full-time employees. *It is recommended that a crewing model be developed for the PMO and that support positions be considered to augment the work of existing project management staff.*

Standardize – The lack of standardization within the PMO has led to inconsistent experiences by both internal and external stakeholders. Though it may be necessary to remain flexible in the use of different project management methodologies, duties, artifacts, and processes should look and feel the same to the customer no matter the project manager or the project. Customer feedback indicates that this there are great inconsistencies in the delivery and level of PMO service provided.

Agency Relationships and Expectations – Another common theme derived from both internal and external discussions calls for a need to strengthen agency partnerships and improve the setting of clear expectations for agency participation on impacting projects. This may be improved by creating support positions that can more appropriately work with agencies to gather requirements and in the drafting of project and technical plans.

Staffing Model – The bureau may benefit from diversifying their staffing model to include a tiered approach to recruitment. As mentioned above, challenges are present with recruitment of project managers – this may be attributed to the current practice of filling positions with the highest level of PM. Further, the bureau should take advantage of potential PM internship opportunities to support succession efforts.

Performance Management – Develop section and individual employee key performance indicators and metrics to measure the success of the PMO and drive accountability for project performance and outcomes. During the assessment, several examples of less than desirable execution of project management activities were reported, without corresponding action related to accountability. It appears that unsatisfactory performance may not be addressed consistently or appropriately.

Service Catalog – The Service Catalog is one of the most important assets of the division and is currently supported by a limited-term employee. An opportunity exists to update and reimagine the service catalog to ensure it provides accurate, complete, and updated information regarding DET services and programs. *It is recommended that the management of this activity be moved to the Bureau of Business Services with collaboration from the Office of Policy.*

Client Engineering

The Client Engineering section was most recently a part of the Bureau of Business Application Services and includes help desk and desktop activities. Currently the section provides help desk and desktop support to DOA and attached agencies, DNR, OCI, and DSPS.

Self-Service Opportunities – As mentioned above within the automation recommendation for BIS – and in anticipation of future needs related to consolidation efforts around desktop services – password resets and the creation of a knowledge base would significantly reduce the workload of help desk staff. *It is recommended that these areas work together and collaboratively with agencies who have implemented automated or self-service tools to identify and deploy solutions.*

Desktop Vendor – An initiative is in place to potentially move to a vendor-provided solution for desktop services and help desk activities both within this section and the ESD. *It is recommended that realization of this be firmly tied to supportable cost savings.*

Help Desk – The Enterprise Service Desk (ESD) within the Bureau of Infrastructure Services is the contact center for the enterprise. As DOA is a part of the enterprise, the help desk services provided by Client Engineering is a duplicative activity and *it is recommended that it be transferred to the ESD.*

Performance Management – Develop section and individual employee key performance indicators and metrics to measure the success of the Client Engineering section and to drive accountability, specifically to customer satisfaction and quality. *Stakeholder interviews suggest focus be given to establishing satisfaction surveys to better understand performance within this section and customer expectations for services provided.*

Technical Architecture –Initial discussions have revealed connections to themes already mentioned within this document, specifically related to project intake, selection, and execution; collaboration and agency relationships; and process improvements. Confusion exists on documented and formal processes related to handoffs between architecture and project management and/or technical and operational staff. *It is recommended that a deeper analysis of this area be completed to identify process and organizational improvements.*

Bureau of Business Application Services (BBAS)

The Bureau of Business Application Services provides application support to the Department of Administration and attached agencies, the Department of Safety and Professional Services, the Office of the Commissioner of Insurance, and the Governor/Lt. Governor.

Business Relationship Management (DOA) – Currently the BRM role for DOA and supported agencies is performed by BBAS leadership. DOA stakeholders, through interviews and by providing feedback at the most recent DOA leadership meeting in October, indicate a strong desire for DET to act more as strategic business partner and for DOA to be treated as part of the enterprise. *It is recommended that renewed emphasis be placed on providing both strategic and tactical consulting to DOA divisions and attached agencies. This could include moving this activity to the BRM program currently found in BTAPM (with sensitivity to established relationships to the executive offices), adding support staff to BBAS to allow its management to focus on providing a greater level of support to assigned divisions, or perhaps creating an assistant bureau director position.*

Resource, Project Management, and Funding Model – DOA stakeholder feedback indicates a strong desire for greater output by the BBAS team. In discussions with BBAS leadership and staff, the activity constraints felt by DOA divisions may be attributed to two areas:

1) lack of available resources and expenditure authority; and 2) prioritization of DOA projects versus enterprise or other agency projects (there is a perception that DOA is commonly prioritized lower than others). BBAS should continue the activity around retooling the existing resource and project model to increase production based on business need. *It is recommended that BBAS work with DET and DOA leadership to define and implement a DOA IT Governance program to assist with prioritization and related activities.*

Bureau and Section Metrics – The performance management and metrics program established within the BIS Database/Data Communications section should be mirrored and expanded to all sections within BBAS.

Cherwell – Significant work needs to occur within Cherwell for this tool to provide more value to enterprise IT activities. Currently it appears that Cherwell enhancements are prioritized for agencies, while enhancements that could have great impact on enterprise operations are not addressed to meet customer expectations. As a tool offered to the enterprise, the administration of this tool may be better positioned within a different area of DET. Further, feedback received suggests that alternative tools may be available and provide greater user satisfaction.

Bureau of Business Services (BBS)

The Bureau of Business Services (BBS) provides key financial and business support functions for DET and the enterprise, such as rate development, analysis of DET expenditures, telecom, management of the TEACH program, procurement, and other financial management activities.

Individuals interviewed enjoy the BBS work culture and felt BBS leadership provides a consistent level of support along with transparency of ongoing BBS operational activity and expectations. Increasing the collaboration between BBS leadership and other DET bureaus (e.g., BIS, BTAPM) was noted as way to better communicate the significance and impacts of service costs. This collaboration would assist in improving the processes around project prioritization, increase staff efficiency, and assure the financial health of DET.

Leadership and Resource Allocation Recommendation – As mentioned in a previous finding, *it is recommended that the division employ greater financial controls around IT investments and expenditures. It is further recommended that the BBS Director have greater oversight into the consideration of new service offerings being considered for DET before the services are purchased.* BBS staff should be engaged in performing cost-benefit and service analyses to compare proposed new services with existing services and assets.

Service Catalog – As mentioned above, it is recommended that the management of the DET Service Catalog be moved to BBS. With this, *it is recommended that a Lean project be implemented, with collaboration by the DET Policy Office and BTAPM, to revitalize the service catalog and provide an updated timeline for the various pieces of the catalog (service offering definitions, roles and responsibilities, marketing materials, etc.).*

Process Mapping and Standard Operating Procedures – To improve the understanding of best practices related to procurement, asset management, and financial management, *it is recommended that BBS, in collaboration with other DET bureaus, complete process mapping exercises to establish best practices for the categories mentioned above, as well as documented standard operating procedures for key processes.*

Automation – Using Cherwell to create automated processes can significantly reduce the amount of manual functions occurring within the BBS asset management and procurement work areas. There was a consistent theme of not using Cherwell to its fullest capability. In addition, automated work-flow processes, communicated on a consistent basis, could significantly reduce errors and improve the quality of work. Other agency customers have excellent examples DET can follow to automate manual processes. *It is recommended that an assessment of the manual processes (licensing, service request workflow) within Cherwell be performed to identify opportunities to automate these services.*

Innovation Center

The Innovation Center is primarily responsible for introducing and supporting the adoption of emerging technologies to improve citizen engagement and increase the effectiveness and efficiency of state IT services. The Innovation Center works directly with state agency IT staff and business units to align technology with program needs. The Innovation Center launched the Application Modernization Collaboration Center (AMCC), a forum for state IT employees to share collective experiences related to application development and modernization and to move forward an initiative to create a statewide application portfolio. The recommendation below discusses ways to increase utilization of the Innovation team to meet overall DET objectives and assist in activities currently performed in other DET bureaus.

Agency Partnerships – As noted above, there may be an opportunity to increase the reach of the Innovation Center while satisfying the need for maintaining and improving the relationship between partner agencies and DET. The BRM role aligns closely to the activities currently performed by Innovation Center staff around strategic partnering, consulting, and issue resolution. Discussions should take place between bureau and division leadership.

Collaboration Centers – The team should continue to search out areas to expand the use of “collaboration centers” or “centers of excellence” to drive collaboration and knowledge around existing and emerging technologies and solutions.

Applications Development, Innovation, and Consulting – With strong ties between these activities, *it is recommended that deeper discussions and analysis take place of whether efficiencies and effectiveness may be realized from organizational restructuring of these areas.*

Bureau of District Attorney Information Technology

The DAIT bureau provides information technology services and support to over 1,300 customer users in all of Wisconsin’s 71 state prosecutor (district attorney) offices. Due to the funding associated with this program, additional analysis should be completed to determine if further integration into the division is possible and appropriate. As primarily a customer of current DET programs and services, consideration should be given to alternative and/or optimal changes to the reporting structure of the bureau.

Bureau of Publishing and Distribution (BPAD)

BPAD follows the vision of DET to be a provider of choice in print distribution and publishing. BPAD leverages the use of technology, along with upgrading key service tools, to provide cost reduction options for agency customers who use BPAD services. Leadership is a BPAD strength; this strength is leveraged by engaging BPAD staff in a collaborative and inclusive manner to ensure all involved

understand the value of customers and providing excellent customer service. Though challenges exist around visibility of service capabilities and the complexity of working with varied agency IT systems and data, BPAD has taken steps to develop mechanisms to ensure the efficient and effective provision of their services to meet customer expectations.

Operational Best Practice – BPAD has done an excellent job of standardizing key process steps to ensure consistency of business deliverables and security of customer data. In addition, employee skill sets are evaluated to ensure a diversity of talent exists to operate all BPAD equipment.

Policy Office

The Policy Office, attached to the DET Administrator's Office, provides support to the development of division and statewide strategic plans, enterprise policy, division communications, marketing, and the division's customer service program, INSPIRE. Further, the Policy Office staff provide leadership and direction to strategic and high priority projects, working closely with other agency staff.

Communications – The Policy Office has been charged with ensuring consistent communication of DET activities, which includes establishing a style guide for division documents and materials. Oftentimes, it's been discovered that communications or materials are created and distributed without involvement from Policy Office staff. *It is recommended that the Policy Office document and publish standard operating procedures around the creation and distribution of DET-related materials.*

Policy Office and Bureau of Business Services – The Policy Office works closely with the Bureau of Business Services. It may be prudent to *further analyze the synergies between these two areas to determine where greater cooperation may be leveraged to share responsibilities and improve utilization of staff resources.*

Additional Insight and Recommendations

Agency One-offs and Activities

There has been recent activity to address agency one-off systems and establish a sunset policy to reduce the complexity of work and impact on resources within BIS and application development and support. *This initiative should be completed within the next several months and should be tied to agency IT planning activities.* This may also impact agency biennial budget activities, as resolution will most likely include modernization or optimization projects.

Leveraging Agency Resources (Collaborative Services)

DET would benefit from identifying areas to collaborate with agency partners to leverage resources and to move toward the creation of a unified state IT community mentality. By encouraging cooperation and collaboration across agency IT organizations, the statewide IT community can best identify areas to unify common processes and activities and integrate enterprise technology solutions. As discussions ensue around expanding DET's enterprise administration of key IT activities such as security and desktop, *it is recommended that additional analysis be given to data available from the Hackett benchmarking exercise and that a project group be created, soon, to provide focused engagement on moving toward enterprise collaborative services.*

Key Operational Activities (Billing)

A common theme throughout assessment discussions related to errors and lost time spent on the investigation and resolution of billing errors. The root of these billing errors appears to be within the Bureau of Infrastructure Services and not within the Bureau of Business Services. From anecdotal comments, these issues may be attributed to lack of automation with these activities and proper tools. *It is recommended that a resource be designated to guide technical teams on the development of billing information and structure associated with their assigned programs and systems. This resource may report to either BIS or the Bureau of Business Services. Further, it is recommended that additional analysis should be completed to understand the root cause and recommend applicable automation or technology solutions.*

Enterprise Information Management and Business Intelligence

Though initial work related to establishing better enterprise collaboration around business intelligence and analytics has been in progress for several years, internally DET does not appear to have a strong or formal business intelligence strategy or focus. To elevate the role of IT to strategic partner, it will be essential for DET to expand its current resources to include the creation of a business intelligence group and/or Chief Data Officer (CDO) position.³ With the recent consolidation or optimization of the state's infrastructure and implementation of STAR the state IT community is well-positioned to move forward a more robust and comprehensive enterprise information management program. *It is recommended that the CDO position described within the State of Wisconsin Enterprise Information Strategy document be considered for development before the end of the fiscal year. Existing resources exist within other state agencies that may assist with or complement this activity.*

DOA and Attached Agencies

Improved interaction and refreshed processes are needed between DET and DOA program areas. At the most recent DOA Leadership Meeting, feedback was received that indicates a perception by DOA managers and supervisors that DET is not focused on meeting their needs. A summary of this feedback is available and indicates a low confidence in DET's ability to deliver services in a timely and effective manner, and confusion on processes related to request/project intake, prioritization, and execution. Greater focus is needed to improve the relationship, communication, and service delivery between DET and DOA program areas. *It is recommended that the current model of support be further analyzed, including surveying DOA stakeholders, to improve the way DET supports DOA and attached agencies. It may be prudent to establish a DOA IT Steering Committee, like those found in other agencies to create greater governance and accountability around DET activities related to DOA-specific requests and projects.*

Meeting Culture and Delegation

In 2016, an initiative was started to improve the meeting culture within DET by establishing guidelines and providing best practices. That initiative was not completed. Anecdotally and from

³ A State of Wisconsin Enterprise Information Management Strategy was developed by a team of DET and agency staff.

analysis, meetings are attended by multiple levels of management and technical staff, and based on feedback from attendees, this results in lost time and decreased productivity. *A renewed emphasis should be placed on improving this activity and establishing better guidelines for how and when meetings are called. In addition, standards for agendas, facilitation, and documentation should be established and institutionalized. Specifically, the recurring BIS meetings around work schedule⁴ and operational activities should be further analyzed to determine necessity of all staff involved (i.e., directors should delegate and empower their managers and supervisors to reduce lost time and productivity), input and output processes, and facilitation.* Several comments were received by BIS staff that these meetings could be more effective.

Strategic Leadership

The division is fortunate to have an engaged senior leadership team, talented in both strategic and tactical activities. As mentioned in the introductory paragraph above, due to a “focus on growth and the demands of an increased customer base, it appears less attention has been given to maturing divisional operational and organizational activities.” This has resulted in a culture in which our senior leaders are focused more on the tactical and provided less time for strategic planning. As the division focuses on improving operational effectiveness by implementing some of the recommendations within this report, it will be critical for adjustments to be made on how we leverage our most senior leaders to forecast future needs based on a strategic road map for enterprise IT. To accomplish this, *it is recommended that greater emphasis be placed on developing expectations for key responsibilities for strategic leadership as it relates to planning, developing employees through empowerment and delegation, and continuing the transformation of our most senior leaders from primarily tactical to primarily strategic – less reactionary, more predictive.*

Vendor Management

Currently there is an initiative, started and supported by the DOA Secretary’s Office, to establish a formal vendor management program (VMP). The objective of this initiative is to create a framework for the comprehensive and consistent administration and oversight of the department’s strategic vendors to increase transparency, accountability, and performance in the delivery of vendor products and services. The DOA IT VMP will utilize positions provided by the 2017 Wisconsin Act 59 (2017-19 biennial budget) to manage and administer responsibilities within the State Bureau of Procurement and DET. As outlined in 2017 Wisconsin Act 59, DOA receives 2.0 PR positions for IT services and 2.0 PR positions for procurement services. As stated in the Legislative Fiscal Bureau budget paper regarding this provision, “The positions at DET and the Bureau of Procurement would work collaboratively to expand the capacity and IT expertise of the Bureau, as well as to develop and implement recommendations for IT and telecommunications procurement across agencies.” *It is recommended that DET work collaboratively with Procurement to understand the knowledge, skills, and abilities needed to fulfill the commitment to vendor management and begin recruitment activities to fulfill these roles.*

Greater Financial Controls

Though it appears that the division has effectively managed its operating budget within expenditure authority, there is perception internally and externally that DET spends more than it should. That

⁴ It is estimated that work schedule costs approximately \$380,000 per year in staff time.

perception, whether warranted or not, has led to feedback to DOA and Governor's Office leadership on issues related to IT investments, including training and travel activities. From discussions, it appears that the CFO or his staff is not involved with many key decisions related to IT investments and other activities that impact the DET budget. This may be attributed to procurement approval authority not being centralized within the CFO office. *It is recommended that the division create additional controls around DET IT procurement and expenditure activities, including travel, and agency IT procurement activities that impact the state infrastructure, architecture, and security. That approval authority should be centralized within the CFO office.*

Future Activities

From the assessment it is evident that there are areas within DET that need improvement and focus. Taking on additional responsibility and activity may further widen the gap between actual and optimal in these areas; therefore, *it is recommended that action plans be created, implemented, and realized within the next several months to better prepare DET for the future.*

Further, the assessment findings support consideration of restructuring and realigning division activities both in anticipation of future needs and to address the findings described above. Currently, most division activities report to one Deputy Administrator. It is recommended that an additional Deputy Administrator position be established, and division activities be separated into two distinct areas: enterprise operations and enterprise services⁵. This new structure will provide better controls related to governance, prioritization, and resource utilization, strengthen stakeholder relationships, and allow for more direct focus on the key responsibilities and activities of those connected, yet separate entities.

Below is the suggested realignment of division activities that satisfies short-term need, while taking the initial steps to ready the division for the future and provide division leadership the ability to focus on core responsibilities and actions.

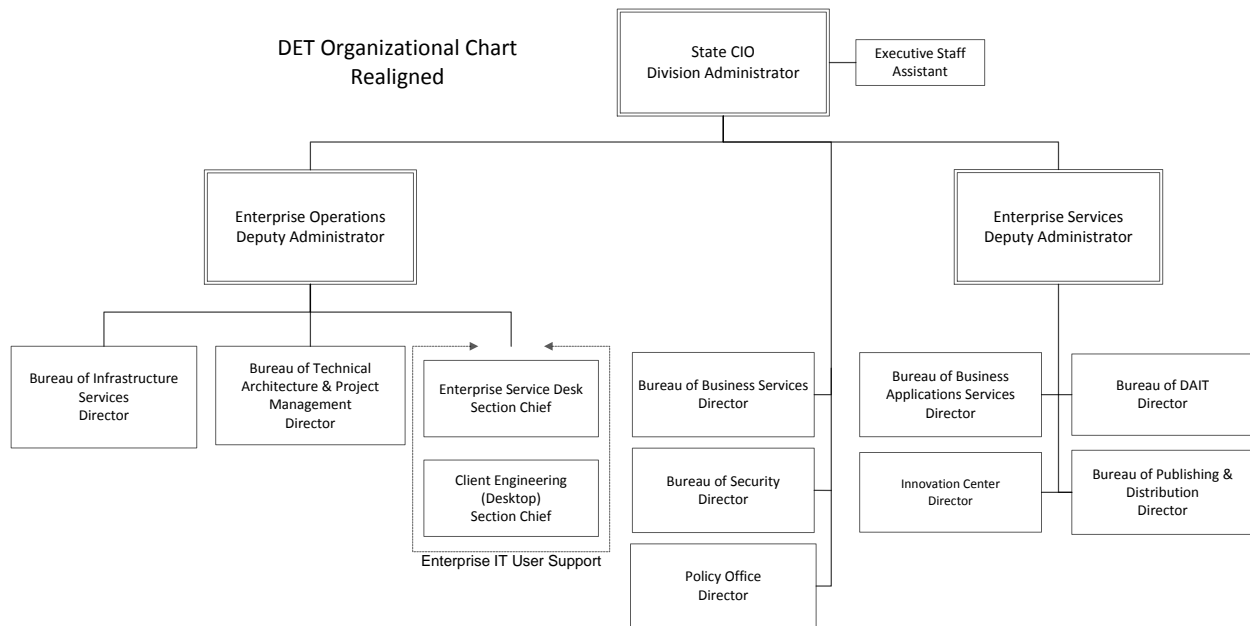
Realigning the Division of Enterprise Technology

This structure creates an additional Deputy Administrator position and separates division activities into Enterprise Operations and Enterprise Services. It moves the Bureau of Security to report directly to the CIO. The Bureau of Business Services and Policy Office remain attached to the CIO and duties found within other areas today are shifted to these two units.

Enterprise IT Operations includes programs related to infrastructure, architecture, project management, and enterprise operations support (help desk, desktop, and telecom) and is responsible for ensuring a stable infrastructure and operational environment to support application deployment and other services to internal and external customers.

Enterprise IT Services includes programs related to application development for supported agencies, district attorney IT, innovation, relationship management, and publishing and distribution. This area consumes the services provided by Enterprise IT Operations and/or provides consulting and collaboration services to other DET consumers (agencies, including DOA divisions, other government entities, etc.) with primary motivation to align business objectives and the portfolio of DET services and activities.

⁵ The Bureau of Business Services and the Policy Office would continue to report directly to the CIO.



CONCLUSION

The Division of Enterprise Technology provides critical services to Wisconsin state agencies and citizens. Over the last several years, activities around optimization of the state infrastructure, enterprise resource management, and increased provision of enterprise services has contributed to the complexity of division functions and the expectations of execution of those functions. While DET leadership has focused on improving activities related to service and project delivery, customer satisfaction, and workforce management to name a few, additional attention is needed.

Through this operational assessment, it is believed that the findings, recommendations, and actions to address them will serve as a catalyst to bring positive and sustainable changes to division operations, structure, and culture. This report does not intend to disparage division program areas, but rather offers insight into and recommendations for improvements both in operations and work environment for DET employees. With this, those interviewed during this assessment are eager to be part of the solution and seek only the ability and support to do so.

Therefore, it is critical that top priority be given to many of the recommendations above – that the additional analysis needed in many areas be completed without delay, and that plans of action be established and executed.