

State of Michigan

Department of Technology, Management & Budget

Information, Communications and Technology (ICT) Strategy
Technical Advisory Services

Prepared for:



Deliverable E — Recommendations
24 February 2012

Table of Contents

- Executive Summary
- Strategic Goals
- Strategic Recommendations

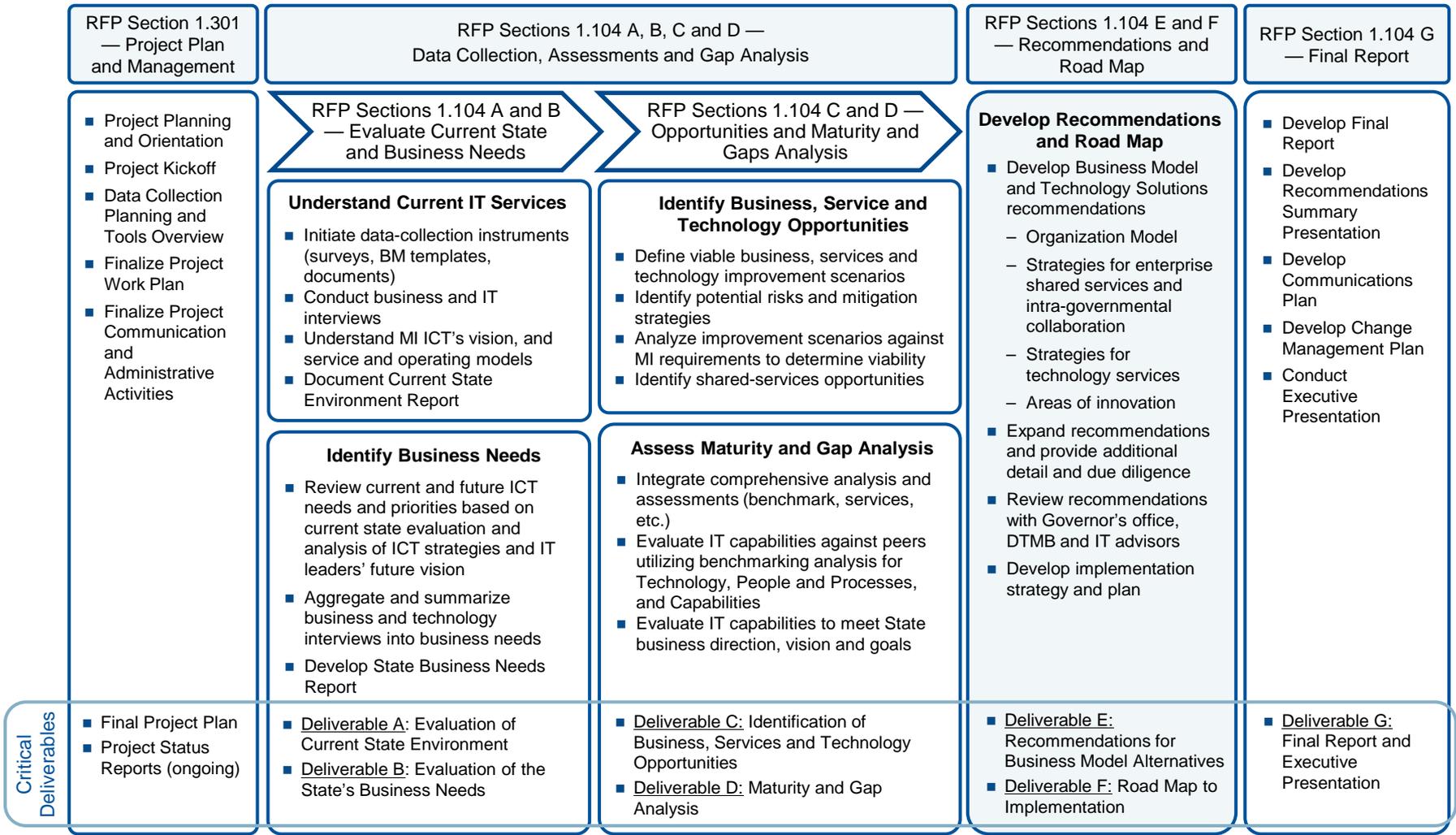
Executive Summary

Background and Overview

- The State of Michigan partnered with Gartner to ensure alignment of its ICT assets, business model, operations and strategy with current and future needs.
- To begin this process, Gartner performed an extensive review of the State of Michigan Department of Technology, Management & Budget (DTMB) against nine separate IT roles. The details of the Current State Assessment are documented in Deliverable A — Current State Assessment and Maturity Analysis.
- Gartner then used the findings in Deliverable B — Needs Assessment and IT Business Effectiveness Survey Results, and Deliverable C — Identification of Business, Services and Technology Opportunities, to determine an appropriate Target State for DTMB.
- Using the Current State and Target State, Gartner prepared Deliverable D — Gap Analysis, to highlight the necessary gaps that DTMB would need to fill in order to move the organization from the Current State to the Target State.
- Gartner subsequently took the results of Deliverables A through D, and developed a series of 16 primary recommendations that would resolve the issues primarily highlighted in Deliverable D — Gap Analysis. These recommendations, if accepted and acted upon, will enable DTMB to achieve the Target State defined in Deliverable D.
- The specific initiatives and projects required to implement the 16 recommendations outlined in this deliverable, and the plan for that implementation, are treated in Deliverable F — Road Map.
- These deliverables, in the context of Gartner's overall methodology, are presented on the next slide.

Executive Summary

Gartner Methodology — Comprehensive View of State IT Services



Executive Summary

High-Level Assessment Findings

- The Assessment Phase, which produced Deliverables A — D, highlighted several strengths and improvement opportunities.

Strengths

- The State of Michigan is one of a handful of states that have consolidated to one IT department that services all state agencies, and has benefitted from the economies of scale
 - In total, the State of Michigan spends \$15M less than the peer group average, and spending is lower than the peer group in all functional areas
- The IT Skills Assessment revealed that the State has a technically skilled — but sub-optimally allocated — workforce
- Michigan was also one of only two states to be given an “A” rating by the Center for Digital Government in conjunction with Government Technology magazine
- The State’s efforts have been recognized at the National Association of State Chief Information Officers (NASCIO) for its innovative solutions
- The State partners with the federal government on progressive cyber-security initiatives

Improvement Opportunities

- DTMB must better understand the business needs of its customers and better respond to their service expectations
- DTMB must define an enterprise service catalog that clearly communicates the business value of its services
- DTMB must evaluate the services that should be delivered with DTMB resources, and the services that should be delivered by technology partners
- DTMB must manage the external and internal cost of its projects
- DTMB must conduct application portfolio management and make the necessary investments to modernize its applications and reduce its application support costs
- DTMB must improve its procurement management capabilities and implement formal vendor management processes

Executive Summary

Reinventing Michigan: Goals

- In order to govern the future path and recommendations for DTMB, Gartner started with Governor Snyder's primary tenets for reinventing the State of Michigan to hone in on the specific principles germane to the mission and vision of DTMB.

Governor Snyder's Plan for Reinventing Michigan

1. Create more and better jobs
2. Leverage our new tax system
3. Reinvent our government
4. Keep our youth — our future — here
5. Restore our cities
6. Enhance our national and international image
7. Protect our environment
8. Revitalize our educational system
9. Reinvent our healthcare system
10. Winning in Michigan through Relentless Positive Action

Although the recommended actions resulting from this study can positively influence and support all the Governor's goals, DTMB can directly benefit the State of Michigan by focusing its efforts on #3 — Reinvent Our Government.

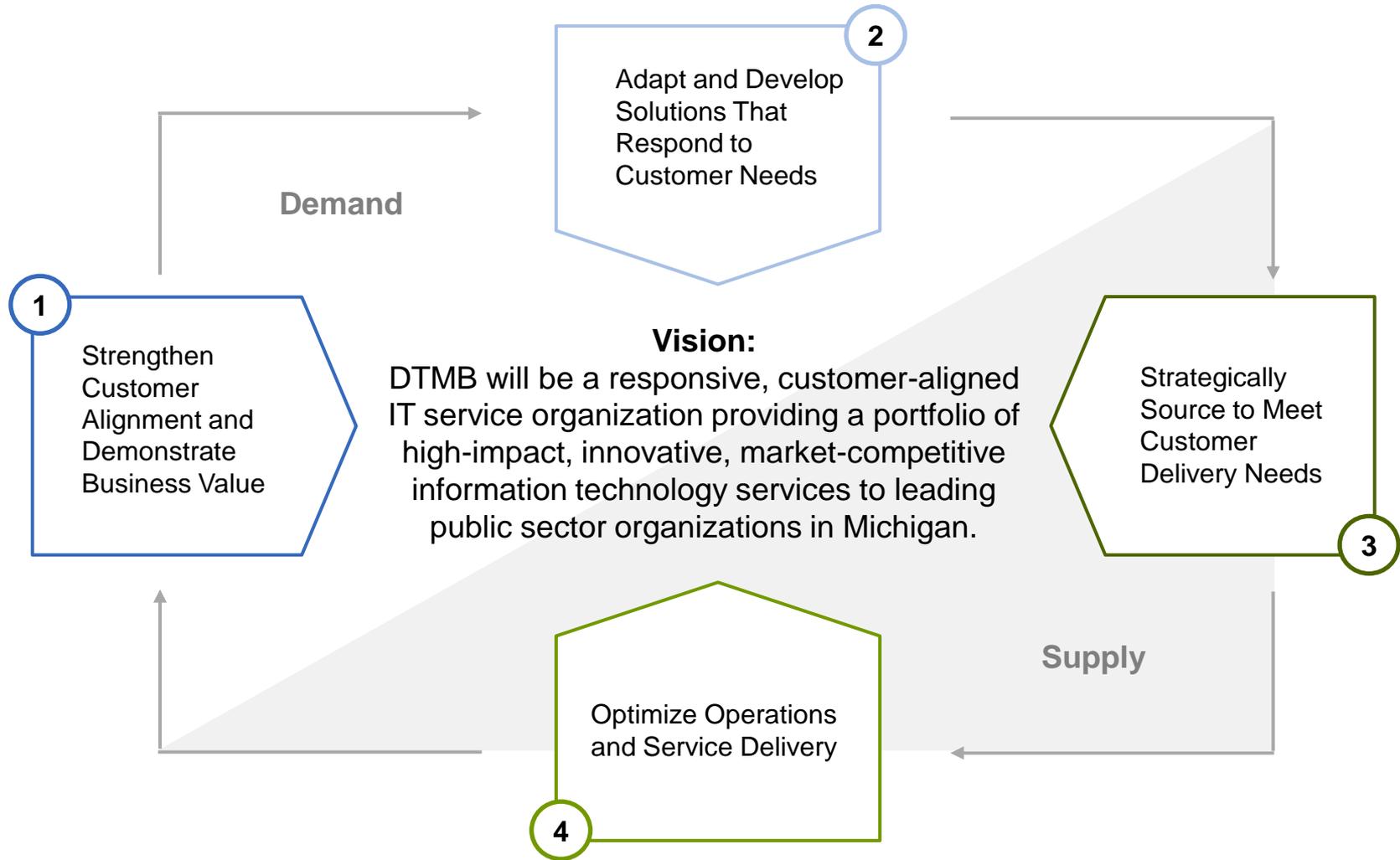
Executive Summary

Reinventing Michigan: Team Culture

- In addition to the 10 goals listed on the previous slide, the Governor outlined cultural attributes that the State strives to embody as it reinvents itself. Gartner used these attributes to inform the guiding principles and go-forward plan for DTMB. The cultural attributes are categorized across leadership, excellence and teamwork qualities, listed below.
 - Leadership
 - Enthusiasm — “Can do” and “will do” attitude
 - Courage — Expressing viewpoints constructively
 - Duty — Commitment to Michigan in word and deed
 - Focus — Addressing and solving critical issues
 - Excellence
 - Vision — Believing in our vision, goals and culture
 - Integrity — Always do what is right
 - Measures — Results through measures that matter
 - Accountability — Acting decisively; delivering on commitments
 - Teamwork
 - Results — Valuing team results and sharing credit
 - Collaboration — Respecting and engaging colleagues
 - Loyalty — Supporting decisions and those who make them
 - Camaraderie — Having fun together; reinventing our State

Executive Summary

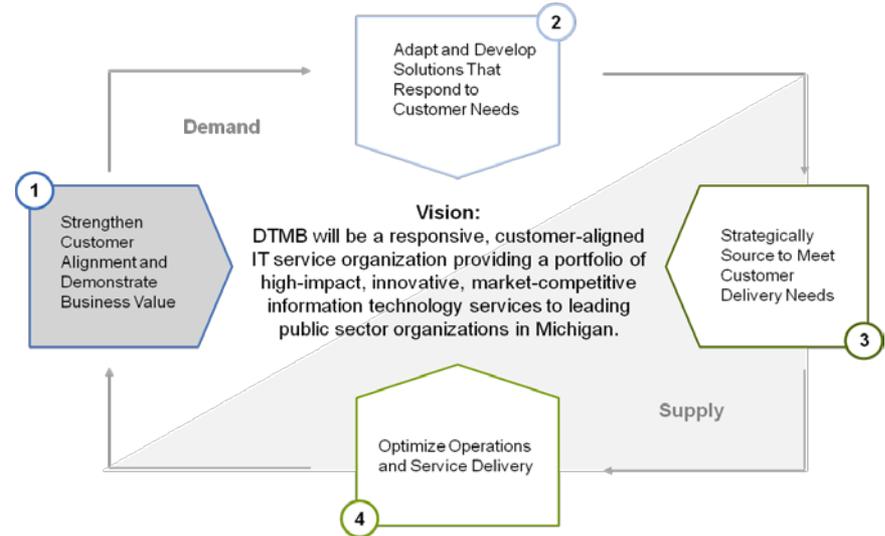
Four Fundamental Strategic Goals to Achieve the DTMB Future Vision



Executive Summary

Goal 1: Strengthen Customer Alignment and Demonstrate Business Value

- Of the four fundamental strategic goals, **the first two goals constitute the demand side** of service delivery that needs to be supplied by DTMB to achieve its vision. Managing and shaping this demand through effective service management is key to achieving DTMB’s broader IT strategy.
- In order to achieve the stated vision, DTMB should adopt and implement a series of recommendations that “reset” the relationship with the customer base. This “reset” needs to rebuild the relationship from the ground up with the basic blocking and tackling of how services are defined and delivered to customers.

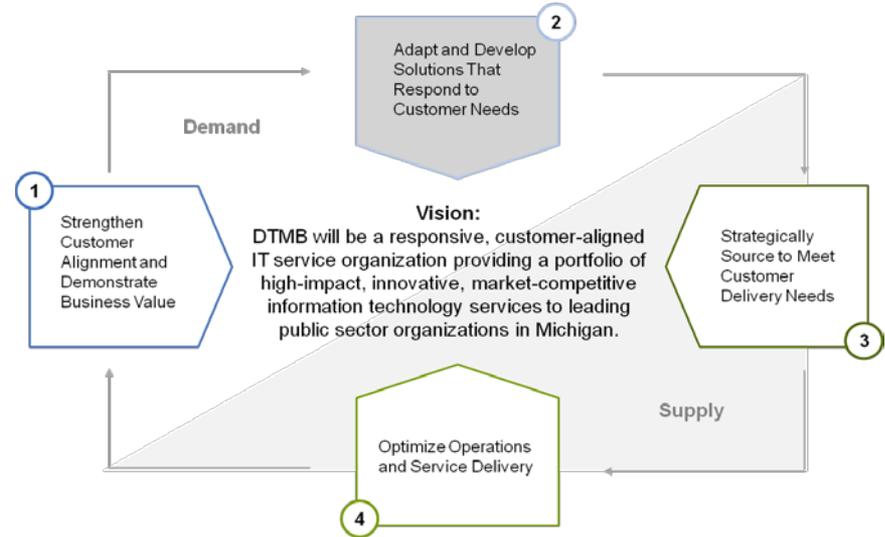


Goal 1. Strengthen Customer Alignment and Demonstrate Business Value	
Recommendation 1—1	■ Determine a Governance Model and Process to Allow for Accountability and Transparent Prioritization
Recommendation 1—2	■ Realize Opportunities to Expand Shared Services
Recommendation 1—3	■ Become a More Responsive and Customer-Aligned Organization

Executive Summary

Goal 2: Adapt and Develop Solutions That Respond to Customer Needs

- Complete and total alignment between what customers want in terms of services and value, and what DTMB provides in terms of solutions, is paramount. How the services are constructed from different components should be secondary to the understanding of how those components are put together to deliver business value.



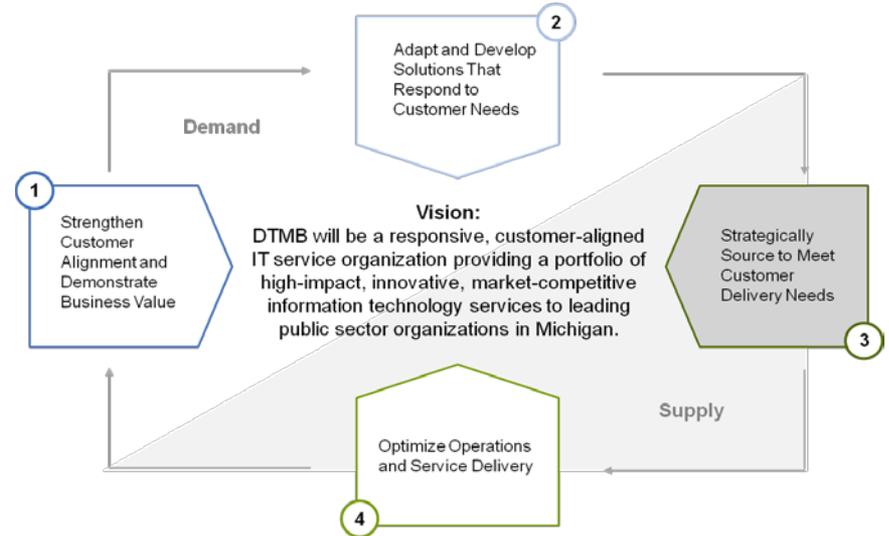
Goal 2. Adapt and Develop Solutions That Respond to Customer Needs

Recommendation 2—1	■ Redefine DTMB Services
Recommendation 2—2	■ Redefine DTMB Service Delivery Model
Recommendation 2—3	■ Deliver Solutions That Respond to Urgent Unfulfilled Customer Needs
Recommendation 2—4	■ Establish Foundation for Continued Innovation

Executive Summary

Goal 3: Strategically Source to Meet Customer Delivery Needs

- When customer demand has been understood and managed, DTMB must address how those demands will be supplied as efficiently and cost-effectively as possible. To that end, the **second two recommendations focus on the supply side** of service delivery.
- Once the services are redefined and an enhanced service model is in place, DTMB needs to have a predetermined method, procedure and decision rules for deciding the best supplier for each service. DTMB also needs to implement the procurement organization, processes and systems to truly support significant oversight of externally sourced services.



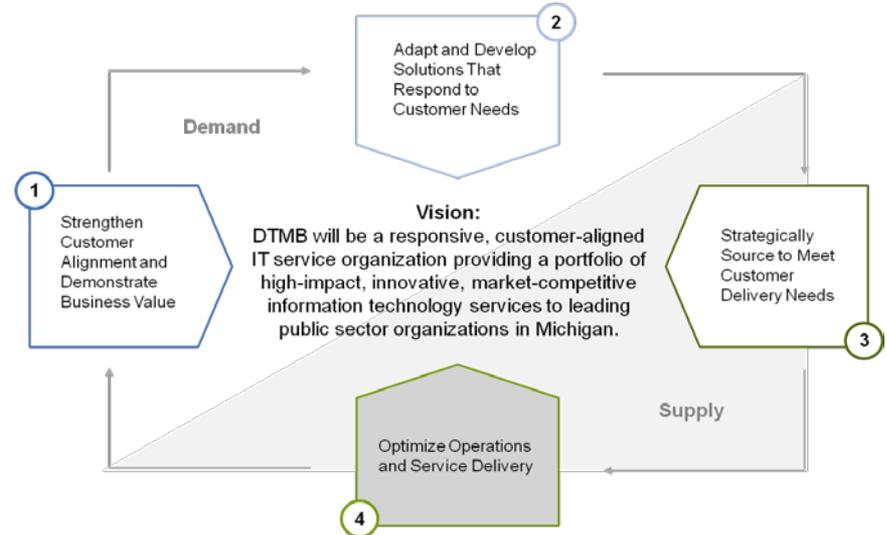
Goal 3. Strategically Source to Meet Customer Delivery Needs

- | | |
|---------------------------|---|
| Recommendation 3—1 | ■ Develop an Enterprise Sourcing Strategy |
| Recommendation 3—2 | ■ Improve Procurement and Vendor Management |

Executive Summary

Goal 4: Optimize Operations and Service Delivery

- Finally, for those services that are to be sourced internally, DTMB should implement a series of recommendations that lead to revamped, best-practice IT operations from both a functional and technical perspective. These recommendations are focused on doing the right things, as well as doing things right.



Goal 4. Optimize Operations and Service Delivery	
Recommendation 4—1	■ Enhance IT Investment and Financial Management
Recommendation 4—2	■ Improve Resource Management
Recommendation 4—3	■ Enhance Workforce and Talent Management Processes
Recommendation 4—4	■ Mature and Promote Portfolio and Project Management
Recommendation 4—5	■ Rationalize Application Portfolio
Recommendation 4—6	■ Continue to Optimize Infrastructure and Operations
Recommendation 4—7	■ Enhance Security of State Assets and Data

Executive Summary

Synergy Among Goals and Recommendations

- The synergistic relationships between the strategic goals, as well as their associated recommendations, tell a compelling story of how DTMB can improve to best serve its customers from a cradle-to-grave process perspective.
- By adapting the approach to customer service and definition of solutions and services, DTMB can improve its customer alignment and satisfaction. Through strategic sourcing and continuous improvement of its operations, it can deliver said solutions and services in a high-quality, cost-effective manner.
- The relationships and “flow” from Goals 1 through 4 are described below:
 - **Goal 1** recommendations center on organizational, process and outreach activities that will help DTMB transform into a strategic partner for its current and potential customer base, while also instituting governance and prioritization improvements that benefit the State as a whole.
 - **Goal 2** recommendations focus on mastering solution development and service delivery to adeptly respond to customer business needs. Through a revised delivery model, formalized innovation practices, and capitalizing on current untapped needs, the State can provide high-value services that better meet the strategic and tactical requirements gathered through **Goal 1**.
 - **Goal 3** recommendations strategically source the resources required to deliver the comprehensive and customer-oriented catalog of solutions and services borne via **Goal 2**. Through more-timely, efficient and cost-effective sourcing practices, the State can yield better value and flexibility from its technology investments.
 - **Goal 4** recommendations hone in on value-added efficiency, consolidation and optimization activities that will enable DTMB to maximize its use and protection of technology assets and data. The continuous improvement objectives that comprise **Goal 4** underpin and fuel the efficacy of **Goals 1, 2 and 3**.

Executive Summary

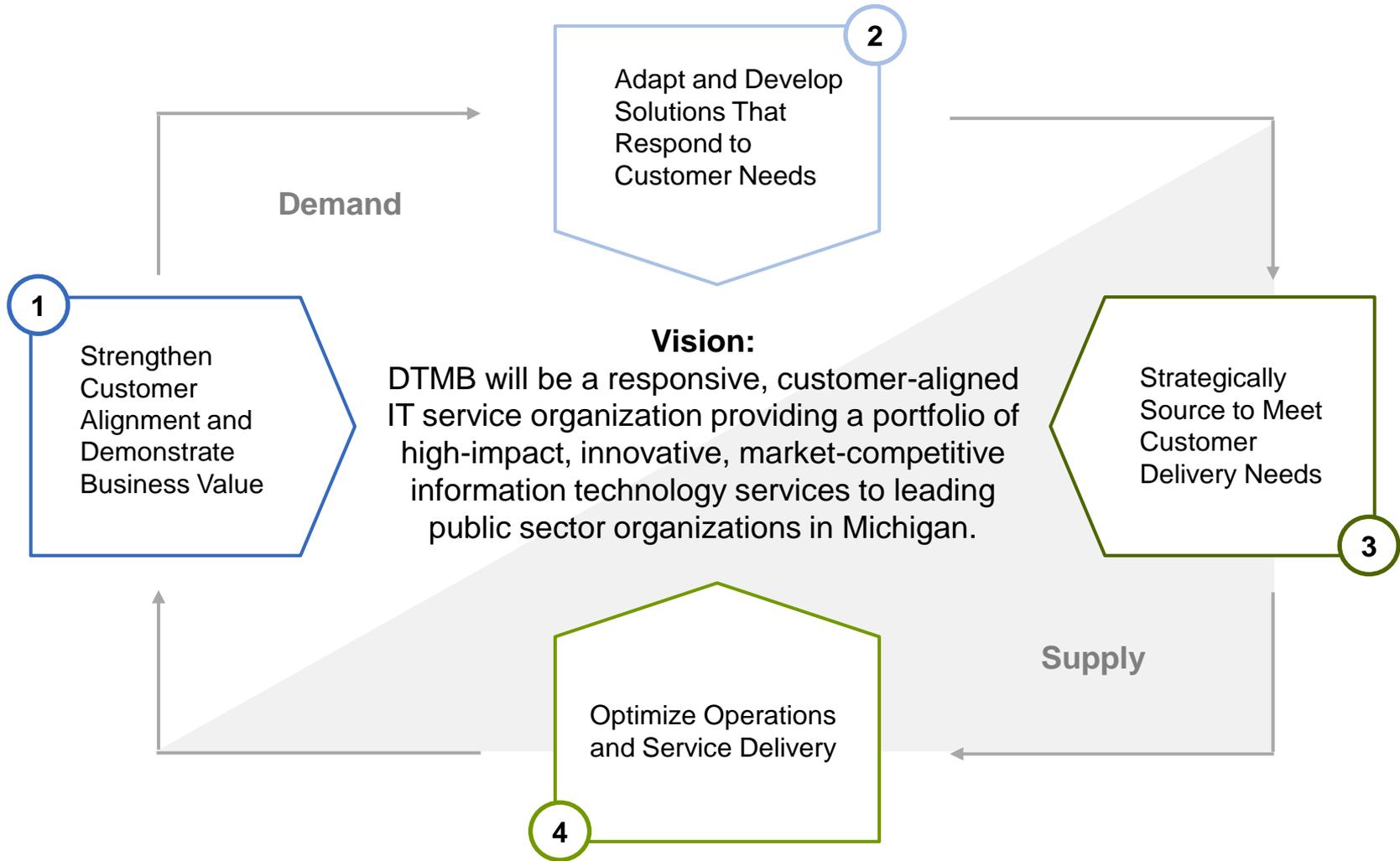
Transforming Recommendations into an Actionable Road Map

- Gartner developed a series of discrete projects that collectively will lead the State to successful implementation of the recommendations.
- In order to make these recommendations actionable, Deliverable F — Road Map, will organize specific projects into programs that span the goals and recommendations and will describe *how* DTMB will achieve its strategic vision.
- In addition to sequencing and prioritizing the projects and programs, Deliverable F — Road Map, also contains project charters for each project that detail objectives, costs, benefits, duration, owner and other key project elements that will aid the State in operationalizing the recommendations.
- In aggregate, the recommended actions and changes include a number that relate to a new method of operation and changes to the current business model. In addition to recommended actions related to the DTMB customer base, IT financial management, sourcing and procurement, and other key functions, several recommendations focus on functional model adaptations that will underpin the future success of the organization.
- The target functional model, and the inherent implications of moving toward this model, will also be discussed in detail in Deliverable F — Road Map.

Strategic Goals

Strategic Goals

Four Fundamental Goals to Achieve the DTMB Future Vision



Strategic Goals

Mapping to RFP Goals

- The strategic goals were mapped to the ICT goals stated in the RFP to ensure that recommendations support the objectives of DTMB.

	(1) Strengthen Customer Alignment and Demonstrate Business Value	(2) Adapt and Develop Services That Respond to Customer Needs	(3) Strategically Source to Meet Customer Delivery Needs	(4) Optimize Operations and Service Delivery
Quality of Life	✓	✓		
Value-for-Money Government			✓	✓
People — Health and Education	✓	✓		
Public Safety		✓		✓
Economic Strength			✓	✓

Strategic Goals

Mapping to Current State Assessment Themes

- The strategic goals align closely with the themes and major findings contained in Deliverable A — Current State Assessment, illustrated in the matrix below.

	(1) Strengthen Customer Alignment and Demonstrate Business Value	(2) Adapt and Develop Services That Respond to Customer Needs	(3) Strategically Source to Meet Customer Delivery Needs	(4) Optimize Operations and Service Delivery
Customer Alignment and Relationship Management Are Challenged	✓			
Unclear Business Value of DTMB Services	✓	✓		
Cost Control and Efficiency Opportunities Exist			✓	✓
Innovation Successes Lay Foundation for Future Improvements		✓		
Skilled, But Sub-optimally Utilized Workforce			✓	✓
Procurement and Vendor Management Issues Impact Efficiency			✓	
Continued Improvement of Strong Management and Protection of DTMB Assets				✓

Strategic Goals

Mapping to Needs Assessment Themes

- In addition, the strategic goals align closely with the themes and major findings contained in Deliverable B — Needs Assessment, illustrated in the matrix below.

	(1) Strengthen Customer Alignment and Demonstrate Business Value	(2) Adapt and Develop Services That Respond to Customer Needs	(3) Strategically Source to Meet Customer Delivery Needs	(4) Optimize Operations and Service Delivery
Service Delivery Issues			✓	✓
Low Perceived Customer Value of IT Services	✓	✓		✓
Lack of Project Orientation				✓
Misalignment with Strategic Priorities	✓			
Opportunity to Expand Services to Local Entities	✓		✓	

Strategic Goals

Mapping to Gap Analysis Themes

- Finally, the strategic goals align closely with the themes and major findings contained in Deliverable D — Gap Analysis, illustrated in the matrix below.

	(1) Strengthen Customer Alignment and Demonstrate Business Value	(2) Adapt and Develop Services That Respond to Customer Needs	(3) Strategically Source to Meet Customer Delivery Needs	(4) Optimize Operations and Service Delivery
Improve Customer Relationship Management	✓			
Define a Service Portfolio That Communicates Business Value		✓		
Understand and Manage to Cost				✓
Coordinate Innovation Efforts		✓		
Implement End-to-End Project Management				✓
Conduct Application Portfolio Management				✓
Optimize Procurement and Vendor Management			✓	

Strategic Recommendations

Strategic Recommendations

Translating Recommendation Requirements to Projects and Programs

- Gartner defined several strategic recommendations for each strategic goal to identify what DTMB must accomplish in order to fulfill its strategic goals and ultimately achieve its strategic vision. Each strategic recommendation includes:
 - The rationale for the specific recommendation
 - Discrete requirements that define completion of the recommendation, and describe things that DTMB must do in order to address the gaps and opportunities identified in Deliverables A thru D.
- Gartner subsequently developed a series of discrete projects that collectively meet all of the recommended requirements and provide the State the list of activities that will lead it to successful implementation of the recommendations.
 - Each project will map back to recommendation requirements to ensure that each goal can be reached.
- In order to make these recommendations actionable, Deliverable F — Road Map, will organize specific projects into programs that span the goals and recommendations and will describe how DTMB will achieve its strategic vision.
- In addition to sequencing and prioritizing the projects and programs, Deliverable F — Road Map, also contains project charters for each project that detail objectives, costs, benefits, duration, owner and other key project elements that will aid the State in operationalizing the recommendations.

Goal 1. Strengthen Customer Alignment and Demonstrate Business Value

“Actively Partner with Customers and Demonstrate Value in Helping Achieve Their Strategic Goals”

- In order to achieve the stated vision, DTMB should adopt and implement a series of recommendations that “reset” the relationship with the customer base. This “reset” needs to rebuild the relationship from the ground up with a focus on the fundamental activities for how services are defined and delivered to customers.
- Goal 1 recommendations center on organizational, process and outreach activities that will help DTMB transform into a strategic partner for its current and potential customer base, while also instituting governance and prioritization improvements that benefit the State as a whole.

Recommendation 1—1	Become a More Responsive and Customer-Aligned Organization
Rationale	Deliverables A, B and D all identified customer alignment as a critical improvement area for DTMB: <ul style="list-style-type: none"> ■ The Current State Assessment stated that customer alignment and relationship management are challenged ■ The Needs Analysis stated there is misalignment between IT and the strategic priorities of customers ■ The Gap Analysis identified improving customer relationship management as a key opportunity
Requirements	<ol style="list-style-type: none"> 1. DTMB must establish itself as a strategic partner to its customers and work with its customers to define IT strategies that meet business needs and align with the overall IT direction of the State 2. DTMB must clearly define the roles and responsibilities within its customer service model 3. DTMB must establish the role of a business analyst who is responsible for understanding the business of its customers 4. DTMB must proactively measure customer satisfaction on a periodic basis (e.g., monthly or quarterly) 5. DTMB must take action on customer feedback so that customer satisfaction responses improve or remain high

Goal 1. Strengthen Customer Alignment and Demonstrate Business Value

“Actively Partner with Customers and Demonstrate Value in Helping Achieve Their Strategic Goals”

Recommendation 1—2	Realize Opportunities to Expand Shared Services
Rationale	Interviews with local governments indicated a willingness to share services with the State as long as services are market-competitive.
Requirements	<ol style="list-style-type: none">1. DTMB must define a formal strategy for marketing its services and solutions to potential partners2. DTMB must explore the possibilities of sharing services with local governments as well as State, federal and commercial organizations3. DTMB must conduct a market pricing analysis to determine if it will be price-competitive

Recommendation 1—3	Determine a Governance Model and Process to Allow for Accountability and Transparent Prioritization
Rationale	As DTMB coordinates IT solutions and services across the enterprise, the importance of accountability and transparency increases.
Requirements	<ol style="list-style-type: none">1. DTMB must establish a governance model and processes that allow customers to voice the importance of their projects and initiatives during the project funding and prioritization processes

Goal 2. Adapt and Develop Solutions That Respond to Customer Needs

“Invest in Innovation and Adaptability to Respond to Changing Customer Needs”

- Complete and total alignment between what customers want in terms of services and value, and what DTMB provides in terms of solutions, is paramount. How the services are constructed from different components should be secondary to the understanding of how those components are put together to deliver business value.
- Goal 2 recommendations focus on mastering solution development and service delivery to adeptly respond to customer business needs. Through a revised delivery model, formalized innovation practices, and capitalizing on current untapped needs, the State can provide high-value services that better meet the strategic and tactical requirements gathered through Goal 1.

Recommendation 2—1	Redefine DTMB Services
Rationale	Deliverables A, B and D all identified clearly defining the business value of DTMB services as a critical improvement area for DTMB: <ul style="list-style-type: none"> ■ The Current State Assessment stated that the business value of DTMB services is not well-communicated ■ The Needs Analysis stated that current DTMB IT services provide low value ■ The Gap Analysis identified defining an enterprise service catalog that communicates business value as a key opportunity
Requirements	<ol style="list-style-type: none"> 1. DTMB must create an enterprise service catalog that articulates DTMB services and solutions in a manner that communicates business value to customers 2. DTMB must define an enterprise service catalog that clearly defines the service level expectations and pricing for each service

Goal 2. Adapt and Develop Solutions That Respond to Customer Needs (Cont'd)

“Invest in Innovation and Adaptability to Respond to Changing Customer Needs”

Recommendation 2—2	Redefine DTMB Service Delivery Model
Rationale	During the interviews, several customers observed a disconnect between the customer service side of IT and the service delivery side of IT, and this disconnect was often seen as the cause for project delays or sub-optimal response time to service requests.
Requirements	<ol style="list-style-type: none"> 1. DTMB must define a service delivery model that defines how services and solutions will be provided to customers 2. DTMB must clearly define the roles and responsibilities within its service delivery model 3. DTMB must establish the role of a service manager who is responsible for coordinating and delivering a specific service on the enterprise service catalog

Recommendation 2—3	Deliver Solutions That Respond to Urgent Unfulfilled Customer Needs
Rationale	<p>Interviews with DTMB's existing and potential customers revealed a few immediate needs that should be evaluated and addressed by DTMB during this strategic transition:</p> <ul style="list-style-type: none"> ■ Mobile solutions ■ Improved business intelligence (BI) capabilities ■ Ability to facilitate customer self-service
Requirements	<ol style="list-style-type: none"> 1. DTMB must work with its customers to define mobile solution requirements and to develop a mobile solution service offering to include in the enterprise service catalog 2. DTMB must work with its customers to define BI requirements and to develop a BI solution service offering to include in the enterprise service catalog 3. DTMB must work with its customers to assess the business need and requirements for customer self-service offerings

Goal 2. Adapt and Develop Solutions That Respond to Customer Needs (Cont'd)

“Invest in Innovation and Adaptability to Respond to Changing Customer Needs”

Recommendation 2—4	Establish Foundation for Continued Innovation
Rationale	<p>The State of Michigan has been recognized as one of the most innovative states in the country, but it must formalize its processes for understanding business needs and developing innovative technical solutions to address those needs.</p> <p>Also, each agency has historically developed technical solutions that only addressed their specific business needs. DTMB is well-positioned to evaluate future IT investments and to determine whether they can benefit several agencies.</p>
Requirements	<ol style="list-style-type: none">1. DTMB must formally establish the role of a Chief Technology Officer (CTO) who will be responsible for innovation and overseeing enterprise architecture2. DTMB must formally document enterprise architecture processes and standards3. DTMB must ensure that enterprise architecture is included in the solution definition process4. DTMB must define processes that coordinate the transition of innovative solutions into the enterprise service catalog

Goal 3. Strategically Source to Meet Customer Delivery Needs

“Prudently and Diligently Obtain and Manage the Resources Required to Achieve Customers’ Goals”

- Once the services are redefined and an enhanced service model is in place, DTMB needs to have a pre-determined method, procedure and decision rules for deciding the best supplier for each service. DTMB also needs to implement the procurement organization, processes and systems to truly support significant oversight of externally sourced services.
- Goal 3 recommendations strategically source the resources required to deliver the comprehensive and customer-oriented catalog of solutions and services borne via Goal 2. Through more-timely, efficient and cost-effective sourcing practices, the State can yield better value and flexibility from its technology investments.

Recommendation 3—1	Develop an Enterprise Sourcing Strategy
Rationale	Once DTMB identifies and defines the services and solutions required to meet customer needs, it must evaluate whether it should provide the service or whether it should partner with another organization for the provision of the service. DTMB must also establish a process to continually evaluate its service portfolio to assess the appropriate sourcing approach for each service.
Requirements	<ol style="list-style-type: none"> 1. DTMB must define an enterprise sourcing strategy for its current services 2. DTMB must execute the sourcing strategy 3. DTMB must establish ongoing sourcing efficacy processes

Goal 3. Strategically Source to Meet Customer Delivery Needs

“Prudently and Diligently Obtain and Manage the Resources Required to Achieve Customers’ Goals”

Recommendation 3—2	Improve Procurement and Vendor Management
Rationale	DTMB’s sourcing and vendor management processes are currently performed on a relatively ad hoc basis with a sub-optimal organizational structure and too many transactional systems.
Requirements	<ol style="list-style-type: none">1. DTMB must establish and formally document procurement and contract management processes2. DTMB must resource critical procurement organizational functions3. DTMB must automate the procurement process through the deployment of an e-procurement system4. DTMB must research and establish a future state revenue model to assist in supporting the procurement functions, including both appropriate staffing and deployment of the e-procurement system5. DTMB must re-evaluate current procurement vehicles to develop a priority matrix to drive renegotiation of pricing and terms where appropriate

Goal 4. Optimize Operations and Service Delivery

“Maximize Taxpayer Dollars and Become a Competitive Player in the Marketplace”

- Finally, for those services that are to be sourced internally, DTMB should implement a series of recommendations that lead to revamped, best-practice IT operations from both a functional and technical perspective. These recommendations are focused on doing the right things, as well as doing things right.
- Goal 4 recommendations hone in on value-added efficiency, consolidation and optimization activities to enable DTMB to maximize its use and protection of technology assets and data. The continuous improvement objectives that comprise Goal 4 underpin and fuel the efficacy of Goals 1–3.

Recommendation 4—1	Enhance IT Investment and Financial Management
Rationale	<p>DTMB does not have specific line-item budgets for individual projects, which prevents it from managing to defined project budgets. Also, a large factor that drove the perception of high costs and the low value for IT services was the lack of definition for project costs.</p> <p>Also, DTMB does not have a defined investment management process that evaluates the benefits and costs of potential projects prior to making investment or prioritization decisions. Because business benefits are not clearly identified in the beginning, it becomes difficult to gauge the progress or success of these investments.</p>
Requirements	<ol style="list-style-type: none"> 1. DTMB must define specific budgets for each IT investment 2. DTMB must promote an expectation that projects will be managed against defined budgets and that additions to scope or schedule will impact the cost for the delivery of the project 3. DTMB must have chargeback transparency in the rate card so that customers understand what is included in the rates for each service 4. DTMB must facilitate the ROI/Benefits Realization Process so that each customer acknowledges the projected benefits and costs for each of its initiatives 5. DTMB must increase its IT capital investments in order to refresh the State’s legacy applications, improve the State’s aging infrastructure and to become more in line with the capital expenditure/operating expenditure ratios of its peers

Goal 4. Optimize Operations and Service Delivery (Cont'd)

“Maximize Taxpayer Dollars and Become a Competitive Player in the Marketplace”

Recommendation 4—2	Improve Resource Management
Rationale	Currently, each agency has dedicated resources, which creates significant redundancy in the Agency Services organization. DTMB can achieve economies of scale and improved expertise by pooling resources and creating centers of excellence. As resources become pooled, DTMB must improve its process for monitoring and assigning shared resources.
Requirements	<ol style="list-style-type: none">1. DTMB must define and implement centers of excellence (COEs) and pooled resource groups across all agencies in Agency Services2. DTMB must have a defined process in place to proactively monitor and manage the demand and capacity for DTMB resources

Recommendation 4—3	Enhance Workforce and Talent Management Processes
Rationale	The Job Skills Inventory revealed certain skill gaps in the organization. As DTMB defines its customer relationship and service delivery models, DTMB must address the necessary skill gaps. As the Job Skills Inventory was conducted, it also became evident that the job titles and responsibilities often did not align and that there was no defined technical career path.
Requirements	<ol style="list-style-type: none">1. DTMB must identify key resource gaps to achieve DTMB goals and must develop internal training and sourcing allocation plans to address the gaps2. DTMB must attract and retain talented staff3. DTMB must rationalize job titles and responsibilities4. DTMB must define career paths for technical resources

Goal 4. Optimize Operations and Service Delivery (Cont'd)

“Maximize Taxpayer Dollars and Become a Competitive Player in the Marketplace”

Recommendation 4—4	Mature and Promote Portfolio and Project Management
Rationale	<p>DTMB has established an annual Call for Projects to inventory each agency project, but IOs still coordinate the projects for their specific departments. As DTMB matures the project portfolio management process across the enterprise, the project prioritization and resource allocation processes must improve.</p> <p>DTMB has also standardized on the SUITE project management methodology, but because the Enterprise Project Management Office (ePMO) reports to a single IO, the methodology has been inconsistently applied.</p>
Requirements	<ol style="list-style-type: none"> 1. DTMB must improve the portfolio management process (Call for Projects) and actively use it as the mechanism to prioritize projects across the enterprise 2. DTMB should standardize on a single portfolio management tool 3. DTMB must elevate the Enterprise Project Management Office (ePMO) by not having it report to a single IO 4. DTMB should centralize all project managers into the ePMO in order to drive consistent application of project management methodologies 5. DTMB must consistently enforce a project management standard for all projects

Recommendation 4—5	Rationalize Application Portfolio
Rationale	<p>According to Gartner’s application benchmark, the application support costs within DTMB are high compared to its peers. This cost is driven by the variety of application platforms supported and the age of several of the systems. DTMB must proactively rationalize its application portfolio by retiring legacy systems and replacing them with solutions built on newer technologies that comply with established enterprise architecture standards.</p>
Requirements	<ol style="list-style-type: none"> 1. DTMB must establish an Application Portfolio Management process 2. DTMB must assess legacy technologies and implement the application retirement strategy 3. DTMB must rationalize application tools and technologies against the enterprise architecture

Goal 4. Optimize Operations and Service Delivery (Cont'd)

“Maximize Taxpayer Dollars and Become a Competitive Player in the Marketplace”

Recommendation 4—6	Continue to Optimize Infrastructure and Operations
Rationale	According to the Infrastructure and Operations cost benchmark, DTMB is cost-competitive with its peers, but Gartner has identified a few potential opportunities to improve efficiency within IT operational areas. Gartner also identified evolving business and potential improvement opportunities that DTMB should explore further.
Requirements	<ol style="list-style-type: none">1. DTMB must identify automation opportunities in IT operational areas2. DTMB must understand evolving requirements for its data centers and networks, and must develop strategies that address increased or changing needs3. DTMB must explore the possibility of consolidating call centers

Recommendation 4—7	Enhance Security of State Assets and Data
Rationale	As security threats become more prevalent and the impact of security breaches become more pronounced, DTMB must be proactive in securing its assets and information.
Requirements	<ol style="list-style-type: none">1. DTMB must conduct a comprehensive security audit and risk assessment, and must implement corrective measures2. DTMB must expand the scope of vulnerability scanning, cyber-security and risk management functions, and must improve the Security Operations Control (SOC)

Contact Information

Paul Denvir

Engagement Manager
Telephone: +1 908 249 8007
paul.denvir@gartner.com

Eugene Martinez

Project Manager
Telephone: +1 916 414 2248
eugene.martinez@gartner.com

Rob Stalder

Assessment Lead
Telephone: +1 703 387 5694
rob.stalder@gartner.com

Ivy I. Anderson

Managing Partner, Consulting
Telephone: +1 312 526 0264
ivy.anderson@gartner.com