



INFORMATION MANAGEMENT “COMMUNITIES OF PRACTICE” OPERATIONAL GUIDELINES

DIRECTION

These guidelines are intended to establish a common set of practices in support of the CIO Council's evolving concept of Communities of Practice. Through the Communities of Practice approach, the CIO Council seeks to formalize a replicable methodology to join together experts and stakeholders in an array of subject areas across the agencies of state government to conduct collaborative, continuous, enterprise-level improvement.

PURPOSE

The purpose of these guidelines is to:

1. Set expectations for optimizing state government operations;
2. Clearly describe the roles and responsibilities of experts and stakeholders in that effort; and
3. Provide the means to implement collaborative improvement and innovation as the norm in state government operations.

DEFINITION

“Community of Practice” means a collaborative group of experts and stakeholders within a particular area of state government operation or functionality that come together on a sustained basis to develop a shared understanding and common enterprise approach to continuous improvement.

AUTHORITY

CIO Council Communities of Practice are an extension of and analogous to the concept of Domain Teams authorized by the State IT Governance Policy. As such, Communities of Practice are also formed to assist the Department of Administrative Services and the State CIO in fulfilling requirements for collaborative planning described in ORS 184.473 through 184.477, 291.016, 291.018, 291.028, 291.032, 291.034, 291.037, and 291.038.

APPLICABILITY

These guidelines provide direction in the Communities of Practice approach for CIO Council member agencies and those participating in CIO Council authorized Communities of Practice. These guidelines are intended to support the operation of state agencies by encouraging collaboration at an enterprise level; not to supersede the lawful duties or obligations of agencies.

OBJECTIVES

It is the objective of the CIO Council that experts and stakeholders in subject areas common to the agencies of state government join together into Communities of Practice to:

1. **Collaborative development** - Provide a mechanism to solicit the broad range of professional expertise and stakeholder insight necessary to enable sustained, high-quality enterprise planning and management;
2. **Shared Action** - Promote shared understanding, shared action, shared accountability and shared achievements;
3. **Business Requirements** - Develop a shared understanding of common business requirements across the agencies of state government and an inventory of the various approaches employed by agencies to address those requirements;
4. **Common Approach** - Develop a shared understanding and approach across the agencies of state government to collaboratively address common business requirements;

5. **Alignment** - Align the conduct of each subject area with the business strategy of the state and its agencies, and with the conduct of other Communities of Practice;
6. **Coordination** - Bridge geographical, jurisdictional and agency boundaries, and create collaboration and interoperability between diverse communities;
7. **Scope** - Be scoped appropriately to undertake action at the appropriate level (small/informal to enterprise/formal);
8. **View** - Be comprised of cross-functional and multi-disciplinary teams;
9. **Optimization** - Plan an optimized approach to the subject area enabling new strategic capabilities that allow the state and its agencies to optimize state operational efficiency, effectiveness, economy and sustainability;
10. **Communication** - Continuously communicate the results of collaborative action;
11. **Sustainability** - Sustain the effort to provide an ever increasing productivity and capability over time; and
12. **Balance** - Appropriately balance the need for coordinated action on an enterprise level and the needs of agencies to act independently.

GOVERNANCE AND MANAGEMENT

1. **Appointment** – Normally, Communities of Practice will be formally chartered and authorized by the CIO Council. Communities of Practice may also be chartered and authorized by the DAS Director, State CIO or IT Investment Review Board. Depending on the scope of the endeavor, Communities of Practice may also be issued a delegation of statutory authority or require formal interagency agreements. Whoever charts and authorizes a Community of Practice shall designate an executive sponsor who shall promote and represent the interests of the Community of Practice at the executive level, and a Community of Practice Chairperson.
2. **Membership** - Members may be appointed by whoever chartered and authorized the Community of Practice, by the Community of Practice Chairperson, or by an agency head or their delegate when they determine they have experts, stakeholders or a business interest in the subject area.
3. **Oversight** – The CIO Management Council shall, on behalf of the full CIO Council, normally provide day-to-day guidance and oversight of each Community of Practice.
4. **Coordination / Support** — The State Chief Information Officer (State CIO) provides the central point of accountability, leadership, vision and coordination for the concept of Communities of Practice. The State CIO shall define the accountabilities, roles, responsibilities and practices necessary to create and sustain a broad range of continuous improvement efforts via enterprise Communities of Practice. The State CIO shall provide the professional and technical support infrastructure to ensure the viability and success of the spectrum of Communities of Practice.
5. **Tracking / Reporting** – The State CIO shall track and routinely report the progress of all Communities of Practice.

SPECTRUM OF DUTIES

Each Community of Practice may, depending on the scope of the subject area and the Community of Practice charter, authorization or delegation:

1. **Leadership** - Provide leadership for a particular subject area on a state government-wide basis including: coordinating enterprise action; determining needs, opportunities and risks and taking appropriate action; streamline and optimize business processes and underlying technical infrastructure; reduce cost by implementing an enterprise approach; detect and eliminate duplication of efforts and obstacles to forward progress; create the processes and process linkages necessary to plan and implement optimization efforts; and create and maintain the tools and processes necessary to manage the activities associated with the Community of Practice.
2. **Planning** - Provide planning for a particular subject area including: determining and recommending strategic objectives and associated performance measures; collaboratively analyzing and evaluating state, agency and trusted partner practices; proposing solutions; establishing a process to determine, prioritize and schedule improvements on a state government-wide basis; ensuring essential state and agency roles and responsibilities are identified; and identifying opportunities for master contracting and other procurement efficiencies.

3. **Policy** - Develop and recommend the full spectrum of administrative rules, policies, architecture, standards and practices necessary to create and maintain an appropriate state government-wide competency within the subject area.
4. **Coordination** - Coordinate the activities of state government within the subject area including: acting as the communications, coordination, planning and development hub; and establishing collaborative partnerships with local and regional governments and the Federal government in the subject area when warranted.
5. **Communications** - Provide the communications practices and web-based tools necessary to form and maintain a viable Community of Practice across Oregon state government including: creation and maintenance of a knowledge and document repository; and creation and maintenance of a common, web-accessible calendar of events.
6. **Reporting** - Continually track and share relevant information regarding the subject area including: creation and dissemination of standardized reports demonstrating the status and progress of efforts across state government; identify, track, analyze, adjust and report performance measures; and create the information required for informed, real-time decision-making.
7. **Financial Coordination** – Assist in the development of a financial overview of the subject area by: developing collaborative budgeting processes on an enterprise basis; tracking appropriations and expenditures on an ongoing basis; estimating the cost required for agencies to implement prescribed or potential enterprise actions; when appropriate, implementing proportionate cost sharing on an enterprise basis; and recommending enterprise funding solutions.
8. **Procurement Coordination** - Support collaborative subject-related procurements.
9. **Resource Management** - Identify and aggregate resources across state government to improve overall efficiency, effectiveness and strategic capabilities within the subject area including: determining and acquiring the key resources and expertise necessary to resource Community of Practice actions.
10. **Training** - Provide the training or training curriculum required to: inform executives, decision-makers, stakeholders, users and others about Community of Practice direction, policy development, practices and optimized operations; and ensure all who participate in the subject area know their subject-related responsibilities and the actions they are expected to take.
11. **Outreach** - Conduct outreach to: solicit participation by those not directly participating in the Community of Practice; and provide consultation on related subjects.
12. **Oversight** - Collaboratively seek to ensure adherence to enterprise practices and plans in the subject area.

CONCEPT SELECTION CRITERIA

The formation of Communities of Practice shall be prioritized to first undertake improvements in those subject areas that are likely to result in: significant, demonstrable cost containment; enhanced efficiency or effectiveness; economy of scale; or innovation leading to new strategic capabilities.

REPLICABLE CONCEPT DEVELOPMENT PROCESS

Communities of Practice shall ensure a consistent depth of inquiry and documentation in the subject area including, but not limited to:

1. **Current State** - Defining the “As Is” state across the agencies of state government;
2. **Business Drivers** - Determining common business objectives and requirements;
3. **Benchmarking** - Seeking external comparisons or benchmarks (i.e., what has worked, not worked, industry core practices, examples of “best” or core practices, and opportunities for transformational change);
4. **Future State** - Proposing the anticipated “Future” state based on business requirements;
5. **Business Case** - Developing a business case and feasibility study for action;
6. **Gap Analysis** - Conducting the gap analysis to determine the actions necessary to progress from the “As Is” to “Future” state;
7. **Planning** - Creating and recommending to decision-makers a long-range plan to achieve the “future” state; and
8. **Enterprise Action** - Consistently promoting and communicating an enterprise view for continuous improvement.