



PROBLEM

Technology has one of the greatest impacts on Oregon state government's ability to deliver services to Oregonians. To ensure effective and efficient use of IT within state agencies, a new framework for Enterprise IT Governance (EITG) was developed in 2014. Though the framework had been developed, it was untested. The framework also lacked a proof of concept making it difficult to implement across the enterprise.



SCOPE

The project scope included a proof of concept of the EITG framework, governance model, creation of Strategic Technology Officer (STO) positions for three policy program areas, and development of a budget proposal for further framework implementation. The work also included chartering of the EITG Steering Team, including delegation of authority from the Enterprise Leadership Team (ELT).



APPROACH

In May 2013, the ELT endorsed the design phase of the EITG framework, and endorsed a proof of concept implementation in April 2014 (this project). The EITG Steering Team—comprised of the State CIO, staff from DAS, the Governor's office and nine other agencies—helped form the Strategic Technology Office (STO) within the Office of the State CIO (OSCIO). The EITG proof of concept project plan was developed collaboratively, integrating input from business leads, IT working groups and policy offices. With the endorsement of ELT, the OSCIO developed an EITG funding package and presented it during the 2015 legislative session.



RESOURCES | April 2014 – October 2015

The departments of Transportation, Health Authority and Corrections funded the STO positions.

The Department of Business and Consumer Services funded an enterprise architect.

The OSCIO funded a business analyst, executive support, implementation staffing and incidental costs.

The DAS Office of the COO provided project management.



OUTCOMES ACHIEVED

- Developed and gained approval of an EITG funding package during the 2015 legislative session
- Demonstrated the proof of concept of the role of STO in three policy areas, including: Human Services, Public Safety, and Transportation & Economic Development
- Implemented Stage Gate—an incremental funding and development model for IT projects over \$1 million
- Standardized IT project processes and policies for Executive Branch stakeholders
- Socialized and won acceptance of the EITG framework
- Selected and implemented a pilot of an enterprise project portfolio management tool—with full implementation planned in 2016



LESSONS LEARNED

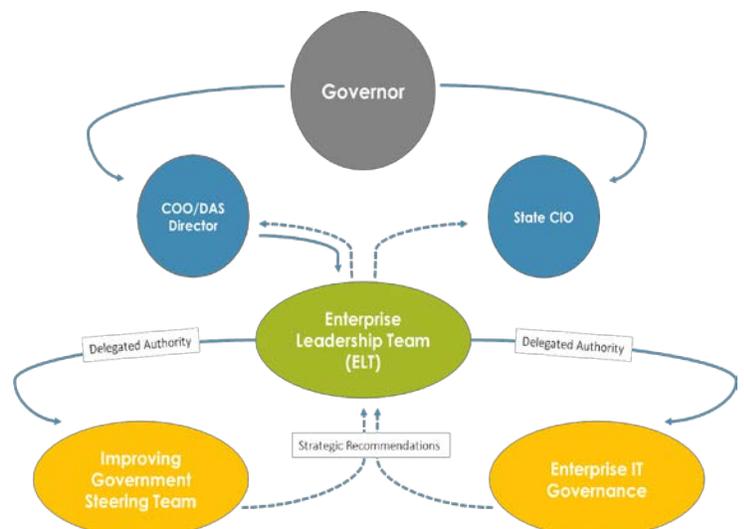
Undertaking this project during redesign of the OSCIO and several major leadership changes pulled resources away from the proof of concept project which delayed the overall timeline. Additionally, the project surfaced tensions between the roles and responsibilities of the Executive and Legislative branches relative to large-scale IT projects.



NEXT STEPS

Fully staff the OSCIO with STOs to operate as liaisons between agencies, the Legislative Branch and DAS, providing outreach and building capacity among stakeholders. Develop a business plan that complements the redesign of the OSCIO and provides for the implementation of HB 3099. Fully implement the project portfolio management tool for enterprise-wide use.

Shared Leadership + Enterprise Governance



Enterprise IT Governance Overview

Manages the day-to-day decision making related to the investment in and the deployment and management of IT resources across the state through shared leadership and enterprise governance.



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