

2025 DCBS IT Strategic Plan Response and Progress Report



2025 DCBS response

Executive Summary

An assessment of the existing DCBS 2023-2028 IT Strategic Plan shows it continues to align with the DCBS agency strategic plan and is sufficiently current to not require a refresh this year. DCBS will continue working on its IT strategic plan initiatives and will reassess the IT strategic plan in 2026. By then, DCBS will have a new director, may have new programs or functions, will have completed its IT service delivery assessment, and will be able to consider other changes occurring in 2025.

Please see the [DCBS 2023-2028 IT Strategic Plan](#).

DCBS IT Strategic Plan Initial Development Methodology

Pages 2-5 of the [DCBS 2023-2028 IT Strategic Plan](#) outline the method used to ensure alignment between the DCBS IT strategic plan and the agency strategic plan, despite the requirement to complete and submit the IT plan before the agency plan was completed.

DCBS IT Strategic Plan Evaluation

DCBS manages its agency strategic plan from the DCBS Director's Office (DO). The DCBS IT strategic plan is managed by the DCBS chief information officer (CIO) and the IT management team, which coordinates and collaborates with the Director's Office resources.

In January 2025, at the request of the Director's Office, the CIO, IT trainer, and a subset of the IT management team performed an initiative mapping exercise to assess continued alignment of the DCBS IT strategic plan with the agency strategic plan. The results are included with this document. The results were presented to the DCBS Director's Office. After discussion, we determined that the IT strategic plan continues to sufficiently align with the agency strategic plan.

The area representing the largest nonalignment between the IT strategic plan and the agency strategic plan is in regulation. The goals outlined for the regulation strategy are significantly outward facing from DCBS and involve areas in which IT is not directly involved. This results in the poor connection showed in the mapping for this area and the IT strategic plan initiatives.

For some areas, questions about the specifics of an agency initiative are still outstanding, but regular discussions are occurring to refine initiatives and ensure IT support opportunities are not missed.

Conclusion

DCBS submits the [DCBS 2023-2028 IT Strategic Plan](#) as still valid and will continue its tracking and progress to achieve the initiatives outlined in the plan.

DCBS Strategic Plan IT Strategic Plan Mapped Data January 2025

[Download Excel File](#)

2025 DCBS Progress Report

Executive Summary

A brief overview of the progress made on the strategic plan.

DCBS identified six IT strategic goals spanning the areas of People, Customer Service, Governance, Modernize, Data as a strategic asset, and Looking to the future. DCBS' strategic goals for IT are abstract concepts, established with the intention of having broad, long-term outcomes.

- Build a prepared workforce with adequate capacity.
- Establish strong customer service and communication expectations.
- Develop effective IT governance to guide priorities.
- Prioritize modernization through collaboration and commitment.
- Treat data as a strategic asset for decision-making.
- Prepare DCBS for future developments and challenges.

The DCBS IT strategic plan has been reassessed to verify alignment with the current DCBS agency strategic plan. That alignment check was completed in January 2025 and includes an initiative cross-mapping between the two strategic plans.

DCBS has made adequate progress on its IT strategic plan. Four of the five Business Support initiatives and two of the four IT Excellence initiatives are in progress. DCBS is partnering with the Cybersecurity Services (CSS) office to accomplish the plan's Innovation initiative. To date, all items in the plan are on track.

Strategic Objectives

Outline each strategic objective from the plan and an update on progress made toward each.

Strategic Goals Progress

People:

IT has a prepared workforce with adequate capacity to meet departmental goals

Actions

DCBS hired a dedicated IT trainer, who has performed an agencywide learning assessment and created the agency's first Technology Training Program. The goal of this program is to better equip DCBS employees to use available technology, reduce the effort needed to use that technology, and improve productivity and performance across programs. Also, the IT trainer is tasked with improving and managing agency IT employees' training to improve knowledge, skills, and abilities, and meet cybersecurity requirements.

In the first half of 2025, DCBS is undergoing a service delivery assessment that will assess structures, processes, and procedures, and make recommendations about staffing and capacity to meet agency needs.

Information Technology and Research (IT&R) managers are also engaged in agencywide succession planning efforts and evaluation of existing positions, workload, and task tracking. Information will be used to hold executive-level discussions about DCBS IT capacity and organizational support structures.

Customer Service:

Customer service, relationships, responsiveness, and communication expectations are well established

Actions:

DCBS' primary IT functions are housed in its Central Services Division (CSD). The division developed a customer service policy in alignment with the agencywide policy. Call centers have been identified and customer service procedures are being documented.

IT and DCBS Communications provided a training to the DCBS division technical (divtech) and central IT employees on plain language communication. IT

leadership regularly engages with Communications to improve IT-related communications to DCBS end users to better notify, support, and serve them.

Governance:

IT governance is well-developed, used to guide priorities, and includes a focus on strategic items

Actions:

DCBS has an established IT governance structure with the current version in place since 2018. Due to many changes to the DCBS organization, the IT governance structure is due for an effectiveness review.

In 2025, DCBS' overall executive management governance structure is undergoing change. New executive groups have been chartered and, in summer 2025, IT-related governance structures (IT project governance, information security, etc.) may be integrated into DCBS' new Internal Operations Governance Committee (IOGC). This integration will bring new focus to IT governance and assess the need for updates or revamping IT governance processes and procedures. Final decisions about DCBS' IT governance will be based on the analysis of IT and data (research) service delivery, along with executive evaluations of the resulting findings and recommendations.

Modernize

DCBS modernization is a priority with department-wide agreement, commitment, and collaboration

Actions:

DCBS' primary modernization focus is currently expressed through the Workers' Compensation Division's (WCD) Modernization program. This program is prioritized by DCBS' IT governance as the agency's top IT effort. That program's first project is nearing completion of a request for proposal (RFP) to secure an IT solution. The efforts of this program demonstrate a methodology and documented process that can be leveraged by other DCBS divisions in their modernization efforts. We also intend that the selected IT solution may be suitable for use by other DCBS divisions. This will enable an easier path to modernization, as well as reduce the number of individual IT solutions needed to support the varying program needs.

Along with WCD, the Workers' Compensation Board (WCB) and Building Codes Division (BCD) have projects in the early stages to modernize aspects of their overall business.

DCBS is also working to modernize day-to-day communications and work habits by leveraging the statewide M365 tools. The agency is also actively modernizing access to data by moving legacy reports from the agency's Actuate platform to Microsoft SQL Services Reporting Services (SSRS) and creating Power BI dashboards.

Data as a strategic asset:

Data is a strategic asset and used for department and program decision-making

Actions:

DCBS acquired a new IT manager position in the short legislative session of 2024. One of the focuses of this position is to establish and make progress on DCBS' data governance and data management program.

A DCBS data governance committee has been established this year, and the scope of DCBS' data program is being defined. DCBS expects to make significant progress in this area in 2025. This, coupled with the work to expose existing data via updated reports and dashboards, allows DCBS the opportunity to leverage data for more management decisions.

Looking to the future

DCBS is looking to, and preparing for, the future

Actions:

DCBS is an ever-changing environment. The 2025 legislative session will bring about even more change. DCBS will get a new director as the current DCBS director departs for the Employment Department. Executive governance structures have been changed and are ramping up. The DCBS, IT, and other strategic plans are active, and initiatives are being worked on.

Many of the DCBS initiatives are aimed at future states of employees, service delivery, and outreach to the public. Initiatives in the IT strategic plan aim to remove technical debt, increase access to data, and assess service delivery structures for improvement and needed capacity.

The modernization of some business functions and corresponding IT systems are not left out. Examples of these are mentioned in this report. While DCBS lacks a focused, agencywide modernization driver, discussions are occurring, and related activities are ongoing to address technical debt, service efficiency, and staff development.

Metrics and Targets

Report on the outcomes established to measure progress toward each objective. Includes both current performance metrics and any trends observed.

Overview

Each strategic initiative outlined in the IT strategic plan supports one or more goals and includes SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) criteria so that progress can be monitored to ensure proper management and completion. See the [DCBS 2023-2028 IT Strategic Plan](#) to review these measurable criteria. Measures specific to the DCBS IT strategic plan goals have not been established, but this section will discuss how progress is being assessed.

The DCBS Research unit, as part of a DCBS agency workgroup, is working on measures for the agencywide strategic plan, and these have overlap to the IT strategic plan. We are creating IT measures for data governance, modernization, and a hybrid workforce. At the writing of this report, those measures are not complete.

IT Goals

IT has a prepared workforce with adequate capacity to meet departmental goals.

As mentioned above, DCBS is using a third-party resource to perform an assessment of its IT and data service delivery. This assessment may result in organizational or process changes to how DCBS operates. In addition, service level objectives and other performance measures may be established to track progress. Increased use of DCBS' Ivanti tracking tool will also enable better workload tracking and data to guide process improvement and staffing decisions.

Also mentioned above is the hiring of an IT trainer and establishment of a DCBS technology training program. These actions will improve workforce development and allow us to report on training actions to respond to cybersecurity or other audits and assessments.

Customer service, relationships, responsiveness, and communication expectations are well-established.

DCBS is actively complying with the Governor's customer service expectations by establishing an agency-wide customer service policy and policies in all divisions. Work is beginning on processes and procedures needed to support the policies. Those activities are tracked at the Oregon enterprise level through other means, but DCBS is complying.

IT governance is well-developed, used to guide priorities, and includes a focus on strategic items.

As mentioned above, DCBS has an established IT governance process. Changes to executive governance and service delivery assessments will enable DCBS to determine updates needed to this structure. DCBS' continued growth mandates a re-examination of IT workload prioritization and capacity.

DCBS modernization is a priority with departmentwide agreement, commitment, and collaboration.

Modernization at DCBS is primarily represented by the WCD Modernization Program as mentioned above. In addition, DCBS is engaged in building out an updated software inventory in our agency tracking tool, exposing data in existing applications to facilitate decision-making and possible modernization discussions, and getting off the DCBS legacy Actuate reporting platform.

DCBS still needs to invest in an agencywide modernization focus, but updated executive governance functions, service delivery assessments, and time should enable DCBS to finally prioritize this activity.

Data is a strategic asset and used for department and program decision-making.

DCBS has lots of data. Much of this data is exposed in legacy reports. DCBS' open data and data governance

efforts are working to change how DCBS manages and views its data. Active efforts to better expose data in DCBS systems through dashboards and other report replacements enable DCBS program areas to make better decisions and lessen reliance on legacy methods of seeing and managing information.

DCBS is looking to, and preparing for, the future.

The existence of DCBS' various strategic plans, as well as efforts on governance, modernization, service delivery models, and workforce development, are all evidence of DCBS looking to the future.

Initiatives

Details of the initiatives or projects undertaken to support the strategic objectives. Including updates on the status of each initiative, any challenges encountered, and how they are being addressed.

Business Support Initiatives

Maintain a current inventory of all DCBS software applications and services and develop a roadmap for modernization.

DCBS is actively working on phase one of our software inventory. Pre-existing inventories have been augmented with up-to-date information and data is being added so that the inventory will serve not just cybersecurity needs, but the need of procurement, identification of existing capabilities, and other functions. The DCBS software inventory is being transferred into our Ivanti tracking tool to make it more broadly available, easier to maintain and query, and ultimately useful to drive business needs and even reporting to the Enterprise Information Services (EIS). This first phase of the updated inventory is scheduled to be completed in fall 2025.

We are scheduled to start the roadmap for normalization of the inventory and modernization of the software portfolio in 2026.

Enable divisions to access and use data to drive or monitor program compliance and establish user tools to facilitate these functions.

DCBS has engaged in activities to empower programs with new ways of visualizing and accessing their data. This effort leverages Microsoft Power BI capabilities and seeks to eliminate legacy and static reports in favor of dashboards that can be used by the DCBS program areas to manage day-to-day activities, answer questions related to program effectiveness, and make strategic decisions. In April 2024, we hired a research analyst dedicated to creating dashboards for DCBS. Since then, we have created 10 dashboards for divisions in the agency.

The DCBS Research unit conducted an audit of the reports provided to divisions to determine if they are still relevant to business needs and reimagine ways to automate existing reports or develop dashboards. The audit determined that half of the total deliverables Research provides need to be reevaluated. The goal is to ensure business needs are met and automation or dashboards are created, if appropriate. We expect a roadmap for making these changes by January 2026.

DCBS is actively complying with the Governor's customer service expectations by establishing an agency-wide customer service policy and policies in all divisions. Work is beginning on processes and procedures needed to support the policies. Those activities are tracked at the Oregon enterprise level through other means, but DCBS is complying.

Improve end-user experiences.

Since beginning work in May 2024, the DCBS IT trainer has conducted a thorough learning needs assessment of DCBS and developed a Technology Training Program plan. DCBS leadership approved the plan, which is in the process of implementation.

Also, we have brought a training focus to other DCBS efforts, including regular IT informational/awareness articles in the DCBS monthly newsletter, creation of a DCBS IT podcast, and creation of a DCBS "digital citizenship" program to begin at employee onboarding and continue throughout their time at DCBS.

Work on Power BI dashboards, cybersecurity awareness, improving IT incident and change communications, and other efforts are all aimed at improving end user knowledge, skills, abilities, and experiences.

Plan for and decouple documents and business processes from M365 Office.

Work on this initiative has not begun yet.

Complete conversion of Actuate to Power BI and SSRS.

As mentioned above, this project is in progress. Its goal is to rid DCBS of its old Actuate service, which is slightly supported by the vendor and not widely used across the IT industry. Moving to Power BI and SSRS will also improve user access and experiences with and to their data.

Here is the current status of this multi-year effort:

Complete:

WCB

- 52 reports converted to SSRS
- 14 reports retired/decommissioned
- 4 reports converted to query screens inside online applications

In Flight:

BCD

- 24 reports converting to SSRS
- 27 reports to be retired/decommissioned

OSHA

- 136 reports converting to SSRS
- 292 reports to be retired/decommissioned

Awaiting Resources to Start:

- Agencywide – current Actuate report count: 32
- CSD: Financial Services – current Actuate report count: 78
- CSD: IT&R – current Actuate report count: 29
- ORHIM – current Actuate report count: 8
- DFR – current Actuate report count: 229
- WCD – current Actuate report count: 125 (WCD leaders are determining if they will convert from Actuate to SSRS, or if their reports will be handled via

their modernization effort.)

IT Excellence initiatives

Facilitate an assessment of business functions, organizational and IT&R support structures, and staffing to support new programs/functions and continuously modernize.

This initiative was escalated to the agency strategic plan effort in January 2024. To achieve this initiative, every DCBS division must participate.

The specific IT initiative was not adopted by the agency strategic plan, but agency strategic initiatives 6a, 6b, and 6c somewhat try to accomplish the same goal, but with a focus on regulatory functions and not for the purpose of assessing IT staffing capacity.

Improve succession planning and retention of institutional knowledge.

The DCBS IT trainer has completed an assessment of DCBS' IT Tech Essentials training and is revamping this onboarding/cross-training/retention training effort started by the IT managers about four years ago. Moving trainings from live to on-demand events will improve quality and flexibility in the regularly changing employee landscape. The IT trainer is also working with subject matter experts to improve content and content delivery quality to enhance learning.

DCBS IT managers participate in agencywide succession planning activities to document impending retirements and work on backfill and cross-training opportunities.

Assess IT&R operations and organizational structures to improve our ability to understand DCBS issues, capabilities, and modernization opportunities.

DCBS has contracted with KAI Partners to conduct an assessment of the service delivery model for IT and data-related services. That assessment is in progress and should be completed by the end of May 2025.

We will analyze the results of this assessment and discuss them with DCBS leaders to determine what, if any, action should be taken to improve service delivery outcomes and end-user experiences.

Establish and implement IT&R responsiveness (service commitments) and communication guidelines.

Work on this initiative has not begun; however, the service delivery assessment mentioned above will be informing to this effort when it starts.

Innovation Initiatives

Plan, prepare, and implement DCBS' use of the statewide remote access (Zero Trust) solution as a replacement of Citrix for remote access.

DCBS is slated to be a partner in the Enterprise Information Services (EIS)/Cybersecurity Services (CSS) statewide project to define and implement zero trust services. This statewide effort is in the planning stages and no DCBS work on this initiative has begun.

Resource Allocation

Description of resources such as budget, personnel, and technology allocated to support the strategic plan.

Generally, DCBS has not specifically allocated resources to support its IT strategic plan. Instead, we have incorporated it, and the agency strategic plan, into our standard operating model. This means that strategic initiatives are not a "bolt-on" to the agency, but have become operational realities. This has allowed us to adjust the budget and personnel to work on strategic initiatives, along with other essential work. Technology is being addressed; modernization efforts in various DCBS business programs are establishing new technical solutions and architecture that should enable follow-on program business and technical modernization.

In certain areas, such as educating DCBS employees, the agency has been successful in adding resources to make progress on strategic initiatives. There are a few other examples of specific areas in which resources have been added such as modernization (data architect, business systems analyst, and a tester), data governance, and cybersecurity.

Risks and Mitigation Strategies

Identification of any risks that may impact the achievement of the strategic objectives and outline of the strategies in place to mitigate them.

DCBS is typical among government organizations in that it has more work to do than resources. The common, ever-growing risks that may affect achievement of strategic objectives are:

- Increase in agency scope of services
- Modification to existing agency services
- Increased policy compliance requirements
- Increased cybersecurity threats
- Technical debt and lifecycle need

Increase in agency scope of services and modification to existing agency services

These changes are typically sourced through legislative actions affecting DCBS. DCBS is conscientious about evaluating proposed and final changes and addressing required resources needed to support new, or changed, programs. Even monitoring the number and impact of many "no impact" changes, DCBS works with representatives from the Legislative Fiscal Office (LFO) and Department of Administrative Services (DAS) chief financial officer (CFO) to address resource shortcomings due to compounded changes.

Increased policy compliance requirements

Government operations have become more complex over time as new issues, threats, and technology create operational challenges that we must respond to. Changing standards, new policies, and increased requirements affect many existing processes.

DCBS works to have strong relationships with other government agencies tasked with managing these statewide changes. We assess changes and find ways to efficiently integrate them into processes. Where work increases, we seek to address resource constraints through prioritization or request more resources when we can clearly justify the need.

Increased cybersecurity threats

DCBS has an active, risk-based cybersecurity program that includes a strong security awareness component. We constantly assess new risks and take measures to protect systems and data and educate employees to improve resistance to threats. Because we established a strong cybersecurity program, we keep ahead of threats while minimizing the effect on the agency. We are constantly looking for ways to improve in this area.

Technical debt and lifecycle need

Technical debt and lifecycle work takes away from being able to pursue improvements to processes and systems. DCBS addresses this competition through IT governance processes, particularly educating DCBS leaders and prioritizing efforts to ensure technical debt and lifecycle needs are not completely sidelined.

Next Steps

Provide insight into the next steps to be taken to further progress toward the strategic objectives, including any adjustments to the plan based on current performance and conditions.

An assessment of the existing DCBS 2023-2028 IT strategic plan demonstrates that it continues to be in alignment with the agency strategic plan and sufficiently current to not require a refresh this year. DCBS continues working on its IT strategic plan initiatives and will reassess the IT strategic plan in 2026. By then, DCBS will have a new director, may have new programs or functions, will have completed its IT service delivery assessment, and be able to take into account other changes that are occurring in 2025.

Conclusion

Summarization of the overall progress against the strategic plan and highlights of any significant achievements or areas for improvement.

DCBS continues to make adequate progress on the IT initiatives in its current IT strategic plan. The plan continues to demonstrate alignment with the agency strategic plan. As with many efforts, having more time to devote to strategic initiatives would be helpful, but DCBS is managing to make progress despite many changes, increasing requirements, and other workplace priorities.



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