

# IT Services Strategic Framework 2023- 2027



## Our Vision

Be a Trusted Operator, delivering flexible and scalable technology solutions that empower OED to equitably serve Oregonians

## Our Mission

Provide secure and reliable technology solutions that enable accessible and efficient employment services for all Oregonians.

## Our Goals

- Achieve "Trusted Operator" status
- Support Federal, State, EIS and OED strategies and priorities
- Deliver sustained and continuously improving IT operational excellence
- Improve IT workforce engagement
- Business Intelligence (BI) and Data Analytics maturity
- IT Governance maturity

## Guiding Principles



Strategic Collaboration



Deliver Core Services First



Configure over customize whenever possible



Focus on Equitable Access



Be Engaged



Continuous Improvement



Agency Value Focus



Enterprise Information Services (EIS) Alignment



We Value People

## MESSAGE FROM CIO

I am delighted to present our Information Technology (IT) strategic plan, founded on feedback from agency leadership and business managers.

Our strategic goals include the following:

- Achieve “Trusted Operator” status
- Align our division with federal, state, and enterprise priorities
- Achieve IT operational excellence through continuous improvement
- Develop strategies to boost IT staff’s commitment, satisfaction, and dedication to their roles and responsibilities within the agency
- Improve how we collect, analyze, and use data to make informed decisions
- Enhance how we manage and make decisions about IT within the organization

Together, we will focus on becoming a trusted operator to support the Oregon Employment Department’s mission, vision, and goals.

The overarching goal of becoming a trusted operator to the agency is a step on the IT maturity journey to becoming a trusted business partner and ultimately achieve the final step, which is being seen and experienced by our business units as an innovator. We achieve this goal through developing relationships and trust with our business units; effectively fulfilling requests, completing projects to meet or exceed business and customer expectations, and embracing a continuous improvement mentality to iteratively improve IT support and innovation for the agency.

Our IT Strategy consists of 6 core goals. These goals encompass the Oregon Employment Department’s agency business projects and our internal IT improvement strategies. We’ve further elaborated the internal IT goals into three categories of Objectives:

- Improve IT Excellence
- Business Support
- Support Innovation

The above Objectives framework addresses the IT internal process improvement and continuous improvement efforts with underlying Focus areas to address specific needs identified through OED business unit surveys and discussion, with each Focus area having a defined outcome. Separately you will find our agency priorities, initiatives and projects IT is supporting, along with alignment of our agency strategic goals/initiatives with the IT goals in the appendix.

In closing, I want to express my gratitude for your dedication and hard work. This strategic framework aims to create a transparent, customer-centric IT approach. We intend to improve the perceived value of IT through transparency, customer satisfaction, trust-building, and business aligned strategic planning.

Thank you for being an integral part of our team and helping us serve Oregonians effectively.

Bill Truex

Chief Information Officer

### **Oregon Employment Department Vision**

An Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community.

### **Oregon Employment Department Mission** -Support Business - Promote Employment

- Support economic stability for Oregonians and communities during times of unemployment through the payment of unemployment benefits
- Serve businesses by recruiting and referring the best qualified applicants to jobs, and provide resources to diverse job seekers in support of their employment needs
- Develop and distribute quality workforce and economic information to promote informed decision-making

### **Oregon Employment Department Values**

- Integrity: We are trusted to keep our word, always acting with honesty and courage.
- Respect: We value diverse perspectives, assume good intent, and act with compassion.
- Community: We foster a sense of belonging for our employees, partners, and customers, creating positive impacts where we live and work.

### **Oregon Employment Department Guiding Principles**

- We are conscientious stewards of public resources.
- We are accountable for our actions and admit when we are wrong. We are inclusive and transparent in our decision-making.
- We seek out and form effective alliances to address community needs. We promote a safe, positive, and learning environment.
- We work hard and are not afraid to laugh.



## TABLE OF CONTENTS

<b>MESSAGE FROM CIO</b> .....	3
<b>OUR MISSION</b> .....	8
<b>OUR VISION</b> .....	8
<b>OUR GUIDING PRINCIPLES</b> .....	9
<b>OUR TEAM</b> .....	10
<b>OUR PROGRAMS</b> .....	11
Applications/ Dev/Mainframe: .....	11
Project Management Office:.....	11
IT Service Management Office:.....	11
IT Systems: .....	12
Data Management: .....	12
Service Desk: .....	12
<b>OUR GOALS</b> .....	14
Achieve “Trusted Operator” status.....	14
Support Federal, State, Enterprise Information Services and Oregon Employment Department (OED) Strategies and Priorities.....	14
Deliver Sustained and Continuously Improving IT Operational Excellence .....	14
Improve IT Workforce Engagement.....	14
Business Intelligence and Data Analytics Maturity.....	14
IT Governance Maturity .....	14
<b>OUR OBJECTIVES</b> .....	15
OBJECTIVE: Improve IT Excellence .....	15
OBJECTIVE: Business Support .....	16
OBJECTIVE: Support Innovation .....	18
<b>SUMMARY CONSIDERATIONS</b> .....	20
Appendix: .....	21
IT Services Key Initiatives .....	21
Goals and Initiatives.....	22
Strength, Weakness, Opportunities, Threats.....	23
Initiative Roadmap: Improve IT Excellence.....	24

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Initiative Roadmap: Business Support .....	25
Initiative Roadmap: Support Innovation.....	26
IT Satisfaction Scores .....	27
Benchmarking Scores.....	28
The Role of IT Today.....	29
Initiatives:.....	30
Continuity of Operations Plan:.....	30
IT Management Excellence: Policies and Procedures:.....	30
IT Management Excellence: Service Management Tool.....	30
IT Workforce Strategy: Development and knowledge transfer plan .....	30
Vendor Management: Formalize and Mature .....	30
IT Operational Metrics: .....	30
Improve User Experience:.....	31
Modernization: .....	31
OregonBuys:.....	32
Workday Time and Payroll:.....	32
Agency Web Strategy: WCAG Compliance and replacement Intranet.....	32
Improve ABS Tools and Automation:.....	32
Partners in Excellence: .....	32
US Department of Labor Tiger Team Projects: .....	33
WorkSource Operations Phones:.....	33
Innovation Exploration:.....	33
References .....	34

## OUR MISSION

Provide secure and reliable technology solutions that enable accessible and efficient employment services for all Oregonians.

## OUR VISION

Be a Trusted Operator, delivering flexible and scalable technology solutions that empower OED to equitably serve Oregonians.

**Trusted Operator:** Transparent partner with our customers to maintain alignment and deliver business value, strategic use of analytics, and improve communications to enhance perception or IT value

**Flexible and Scalable Technology:** Providing the right solution based on the business value that will meet current requirements and support for future requirements, while maintaining value by not over buying options that will not be used

**Equitably Serve Oregonians:** Focusing on the Diversity, Equity, and Inclusion Action Plan to find IT solutions that align with the plan to improve the user experience for all Oregonians



## OUR GUIDING PRINCIPLES

**Strategic Collaboration:** We collaborate with our business partners to understand current and future needs for achieving strategic objectives.

**Deliver core services first:** We make sure that we can continue our core services as we plan for improvements, flexibility, and future expansion.

**Configure over customize whenever possible:** We adapt, transform, and improve processes, rather than customizing new systems to existing processes.

**Focus on Equitable Access:** We maintain equitable access for our customers by seeking multiple options for service in our solutions.

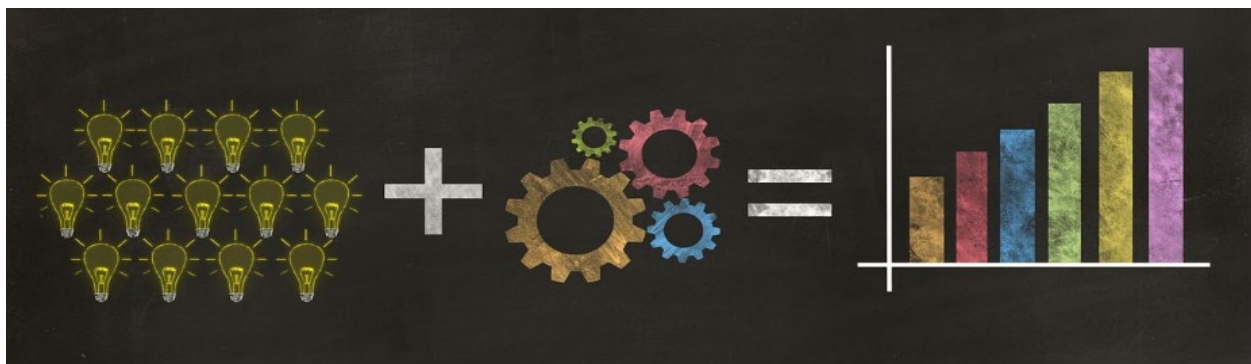
**Be Engaged:** We connect with our employees, customers, and partners, focusing on relationships and investing in people.

**Continuous Improvement:** We pursue continuous improvement in our services and processes through the power of data and the right technology.

**Agency Value focus:** We aim to provide maximum long-term enterprise benefits by focusing on what adds value to the Agency.

**Enterprise Information Services (EIS) Alignment:** We strive to align OED solutions with the Oregon EIS information strategy.

**We value people:** We care about, trust, and invest in our people, provide professional growth opportunities, and celebrate individual and team success.



## OUR TEAM

**Chris Molin**  
Deputy Chief  
Information Officer

**Jim Rose**  
Frances Business  
Support Manager

**Ali Rasouli**  
Project Management  
Office

**Heath King**  
Service  
Management Office

**Bill Truex**  
Chief Information  
Officer

**Nancy Curtis**  
Data Management

**Christina White**  
Service Desk

**Joshua Williams**  
Application  
Development

**Systems  
(Vacant)**

## OUR PROGRAMS

### Applications/ Dev/Mainframe:

The Application Development Team has developed software applications that OED staff and customers use. The team is responsible for the entire software development life cycle, from planning and requirements gathering to implementation, deployment, and maintenance. The goal is to develop and maintain high-quality applications that align with the diverse business needs of our customers.

### Project Management Office:

The Project Management Office (PMO) plays a crucial role in making sure there is successful planning, implementation, and monitoring of IT projects within the agency. The PMO is responsible for updating EIS's Project Portfolio Management (PPM) tool. The PPM tool data is linked to the states Open Data and data governance. This supports project transparency. PMO also works closely with EIS for all requirements related to IT investment oversight (Stage Gate). The PMO establishes and applies project management methodologies, standards, and best practices in alignment with Project

Management Institute (PMI) and Project Management Book of Knowledge (PMBOK). Its primary goal is to improve the efficiency and effectiveness of IT project delivery while aligning with the strategic goals of ITS and OED. Overall, the PMO acts as a central hub for project management expertise, enabling standardized practices, optimizing resource use, and making sure there are successful project outcomes while supporting OED's strategic goals.

### IT Service Management Office:

The Service Management Office (SMO) is responsible for to implementing an effective ITSM framework, Business Relationships, and to champion Continual Service Improvement. The SMO is responsible for ITSM system practices, training, guidance, artifacts, and templates.

The SMO serves as a driving force to facilitate processes and practices, technology, and service ownership, informing and training the larger enterprise organization, and driving improvements across the enterprise environment. To be successful, the SMO must develop relationships with all areas of the agency, external vendors, and partners to understand the requirements that will lead to valuable solutions. The end state of all ITSM initiatives should be

effective, efficient, and secure IT services that provide value to all divisions of the Oregon Employment Department and our interested parties.

### IT Systems:

The IT Systems team is responsible for managing our servers, networks, phone systems, imaging systems, cloud services, and other critical infrastructure components at OED. This team consists of system administrators who handle server management, network engineers who oversee network infrastructure, and telecom specialists who manage phone systems. The systems Architect is responsible for understanding the existing IT environment and future elements that would be part of the architecture to include the impact and feasibility. The team collaborates with OED business, IT teams, State agencies, vendors, and other entities as needed to ensure a cohesive and efficient technology environment that supports the organization's business operations and goals.

### Data Management:

The Data Management Team is responsible for all aspects of Data Governance and Data Management. The manager is the agency's Lead Data Steward, working to implement the state data governance policy, including convening the Data Governance Steering Committee and the Data

Stewardship Council; increasing data literacy; defining data procedures and standards; forming data strategy; improving data quality; and publishing datasets to the Oregon Open Data Portal. The team also manages the agency's Data, Reporting and Analytics Service, which includes the Enterprise Data Warehouse, formed of 30+ datasets, managing the toolsets used for reporting and analytics, and coaching business partners in the proper usage of the tools and data.

### Service Desk:

The Service Desk is responsible for front-line user technical support and is the "face of IT". Service Desk analysts' field individual inquiries and issues; distribute, maintain, and repair computer equipment; provide support for enterprise applications; manage communications for incidents and changes and provide technical documentation. The Service Desk maintains the IT Knowledge Base. The goal of the Service Desk is to provide excellent customer service, accessible and usable documentation, and efficient technical support to all OED employees.

### Frances Business Support

The Frances application is supported by OED Information Technology Services. Those that directly support Frances includes

our Business Analysts, Trainers, developers, FAST partner developers, Systems team, Security team, and the Frances Support Team manager. We work within the Frances system and alongside our business partners to ensure the functionality, useability and integrity of our system and programs is working to support all our customers.

Frances Online, gives customers 24/7 access to paid leave and unemployment insurance accounts. Frances Online enables customers to quickly and easily access up-to-date information about their claims or filings, upload information for OED staff to review, and use a slew of other features, all in a format that is easy to access on the go.

## OUR GOALS

### Achieve “Trusted Operator” status

- Develop trust and relationships
- Create environment where business brings ideas, desires, and future projects to IT as they are developing them
- Partnership with the business to identify solutions that meet the desired outcomes defined by the business

### Support Federal, State, Enterprise Information Services and Oregon Employment Department (OED) Strategies and Priorities

- Implement initiatives supporting legislature and other mandated requirements from our federal and state partners
- Deliver effectively on key OED initiatives requiring IT expertise

### Deliver Sustained and Continuously Improving IT Operational Excellence

- Focus on improving the most important but least effective IT processes and capabilities
- Complete implementation of IT Services Management
- Improve customer satisfaction with the user experience
- Mature our process for Enterprise Architecture and technology road mapping
- Provide leadership in technology innovation to advance organization goals, initiatives, and outcomes

### Improve IT Workforce Engagement

- Promote a desirable work environment to attract, nurture, and retain an engaged and skillful IT workforce
- Foster a professional growth mindset

### Business Intelligence and Data Analytics Maturity

- Strengthen data and information governance and accountabilities
- Pilot new practices, processes, and solutions that transform information as a strategic asset

### IT Governance Maturity

- Monitor and report adherence to all privacy and regulatory compliance requirements
- Communicate, inform, and enforce IT Governance process and requirements

## OUR OBJECTIVES

OBJECTIVE: Improve IT Excellence



Improve IT Operational Excellence will increase IT process maturity and systematically improve IT operational performance.

Outcome Measurements: By implementing the focus work and engaging InfoTech to complete a customer satisfaction survey annually we can assess areas of improvement and where to focus our efforts to best meet the needs of the business. The survey results will be compared with the results from November of 2022 which will act as our baseline.

### Focus 1: IT Work Intake, Procurement and Projects

Communicate the existing IT work intake, and procurement process to the agency, to increase adoption and provide transparency of the process.

- Enterprise Service Management Tool Project will be initiated as a phased project. The First phase will focus on IT Services and provide a replacement for both existing instances of FootPrints.
- Communicate to agency leadership the benefit of engaging with IT early, Business and IT working together to identify requirements, existing solutions and/or innovative solutions ensures an outcome that meets the business needs. Through the business requirements gathering IT will gain an increased understanding of business processes and may identify additional areas that could be addressed.
- Work with the business for all procurements and projects to find the right solution and to optimize original vendor design rather than customize to meet requirements. Making sure it is the right sized solution that will meet the business need and allow for growth, while not offering amenities that will not be used.

### Focus 2: To embrace ITIL's - 7 Guiding Principles as our guides<sup>1</sup>

The ITIL guiding principles will create shared understanding of service management and guide decision making to move us toward business-value alignment.

- Focus on Value: This includes multiple perspectives include what the business and Oregonians find valuable.
- Start where you are: a clear understanding of existing work, projects and programs, resources need to be investigated to decide if any can be used for the efforts and provides a clearer picture of what still needs to be done.
- Progress iteratively with feedback: Collecting feedback throughout a large project that has been broken into smaller components improves successful implementation that meets the business defined value.

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<sup>1</sup> (Axelos , 2019)

- Collaborate and promote visibility: By being transparent and open to input throughout the process will increase long term value and adoption of a solution.
- Think and work holistically: Most benefits and programs are connected in many ways to others, seek input from partners and other divisions to see if the work would help them also.
- Keep it simple and practical: If an existing process does not supply the value, it could, evaluate if it should be eliminated or simplified to create greater value.
- Optimize and automate: Seek opportunities to automate repeatable processes and tasks where possible.

Additional Outcome Measurement: Regular review, evaluation and input from the business leadership that seeks their assessment of how well IT is implementing these principles in all areas of business.

Focus 3: Mature IT Project Management Office (PMO) through implementing standardized best practices, documentation, and artifacts. By providing sustainable and repeatable processes and practices, we will improve communication and alignment with the business.

- Align PMO practices with PMI/PMBOK and the Enterprise Information Services (EIS) oversight process. This includes staying aware and in alignment as EIS continues to refine their oversight process to align with agile and iterative development practices, using the Project and Portfolio Management (PPM) tool.
- Standardize processes, communication and project management tools that can be tailored based on project size through a guided engagement with InfoTech.
- Establish clear and defined processes to communicate when a project has ended and moved into operations, and through that process define the roles and responsibilities of both the business and IT Services for the maintenance and operation of the solution.
- Review of the project delivering on time, expected outcomes, and business defined requirements. Documenting the results and lessons learned.

Additional Outcome Measurement: By evaluating the projects to determine if they are being delivered on time, within budget and met the defined outcomes.

Additional Outcome Measurement: Delivery of defined standardized practices, documentation and artifact templates that can be used uniformly on all IT projects

OBJECTIVE: Business Support



Support major OED priorities that require IT capabilities. IT projects and initiatives that are undertaken support OED priorities.

Outcome Measurements: Evaluate that all initiatives identified by the agency deliver on time and expected outcomes.

Focus 1: Agency Web Strategy

Develop an agency web strategy that will allow for improved information and communication internally and externally for the agency, with a focus on Diversity, Equity, and Inclusion requirements during development, implementation, and continuous improvements.

- Establish website standards based on Web Content Accessibility Guidelines (WCAG) in partnership with Communications and the Diversity Equity and Inclusion (DEI) Office.
- Initiate an internal intranet replacement project with Communications to replace existing two versions of EDweb (Intranet).
- Identify and implement a WCAG compliance tool to evaluate internal and external website.
- Evaluate all web strategy work for alignment with the agency's [Equity Framework](#).

Additional Outcome Measurement: Compare initial WCAG scores on websites with the final scores using the appropriate tool, leading to improved user experience for our customers

#### Focus 2: Business value driven decisions

Seek existing and new opportunities to support OED critical business processes and applications, by strengthening relationships between business and IT. This improvement will create opportunities for business and IT together to define value and identify the right solution(s).

- Conduct needs assessment with business divisions to identify potential bodies of work and then evaluate that with internal staff capabilities to identify gaps. Develop and implement a plan to address identified needs that includes regular reviews and connections with divisions.

Additional Outcome Measurement: Compare customer satisfaction scores to baseline and how many projects experienced scope changes due to additional outcomes being identified

#### Focus 3: Customer Satisfaction and IT Metrics

Seek to better understand the business needs and satisfaction through annual surveys.

- Conduct yearly customer surveys with business partners to supply meaningful metrics to show areas of improvement, and opportunities to grow and improve.

Additional Outcome Measurement: Conduct annual IT Satisfaction Survey with InfoTech for business and staff surveys.

#### Focus 4: Data Governance

Continue the maturity process for data governance to align with Oregon Data Strategy, and Data Governance and Transparency Program.

- Maintain existing relationship with EIS Data Governance and Transparency Office.
- Review and update as needed OED's Data Strategy and Data Governance Practice.
- Review and implement the next steps as defined by the Data Governance Roadmap.

Additional Outcome Measurement Evaluate that all initiatives identified by the agency deliver on time and expected outcomes.

**Additional Outcome Measurement** Evaluate where we are on the Data Governance Roadmap, identifying successes and challenges to meeting the plan.

**OBJECTIVE: Support Innovation**



Support technology innovation by creating processes to support and sustain innovation, exploration of innovative technologies, and identification and mitigation of risks associated with new technology.

**Outcome:** Document all areas of training, guidance, and new technologies to identify successes and challenges and alignment with the guidance from EIS regarding innovation.

**Focus 1: Retain and Train Staff**

By exploring and offering training opportunities for IT Staff to prepare for innovative technology, such as Artificial Intelligence, Azure, Cloud Native application administration and others as appropriate. It will provide growth opportunities, satisfaction, and career opportunities.

- Identify existing EIS and DAS contracts that OED could leverage for training opportunities.
- Encourage IT staff to use the Enterprise Skills Initiative (<https://esi.microsoft.com/>)
- Align the training with future OED IT Architecture needs

**Additional Outcome Measurement** Evaluate staff retention rates and conduct IT staff satisfaction surveys to identify areas of improvement.

**Focus 2: Generative Artificial Intelligence (AI)**

- Investigate the potential future use of Generative AI for translation services for written and verbal communication to augment translations.
- Investigate the potential future use of Generative AI to identify DEI related barriers to OED services.
- New opportunities to reduce fraud by researching and evaluating existing and new opportunities to use AI to reduce fraud while not creating a barrier to Oregonians, by considering Diversity, Equity, and Inclusion to avoid a bias for any group.

**Additional Outcome Measurement:** Developing and implementing AI Guidance in alignment with EIS and Governors guidance for OED during the biennium

**Focus 3: Cloud Native Applications**

- Continue to explore where in the future we can consume Cloud Native Applications as we train and equip staff to support that environment.

Additional Outcome Measurement: Develop guidance for IT procurements to encourage Cloud Native applications where appropriate.

## SUMMARY CONSIDERATIONS

This strategic framework reflects a commitment to co-creating value with the business, partners, and Oregonians. The focus will be strategic initiatives that are on the "horizon", to make sure that IT is properly positioned to best support and deliver on the imperatives. IT Services will work to improve the perceived value of IT with the customer through transparency, customer satisfaction surveys, building trusted partnerships, accountability, and proper governance and oversight. Managing IT resources and finding the opportunities to use known solutions, aligning business processes with best practices, evaluating and documenting requirements align with financial stewardship. All these actions we believe will lead to an improved customer experience for Oregonians. This framework has been reviewed and approved by OED Executive team. The IT management team will review the framework each year and revise as needed. As a part of the review IT Services will conduct surveys through Info~Tech to measure customer satisfaction. This will be compared to the baseline surveys conducted in November 2022. All revisions will go to the OED Executive team for review and approval.



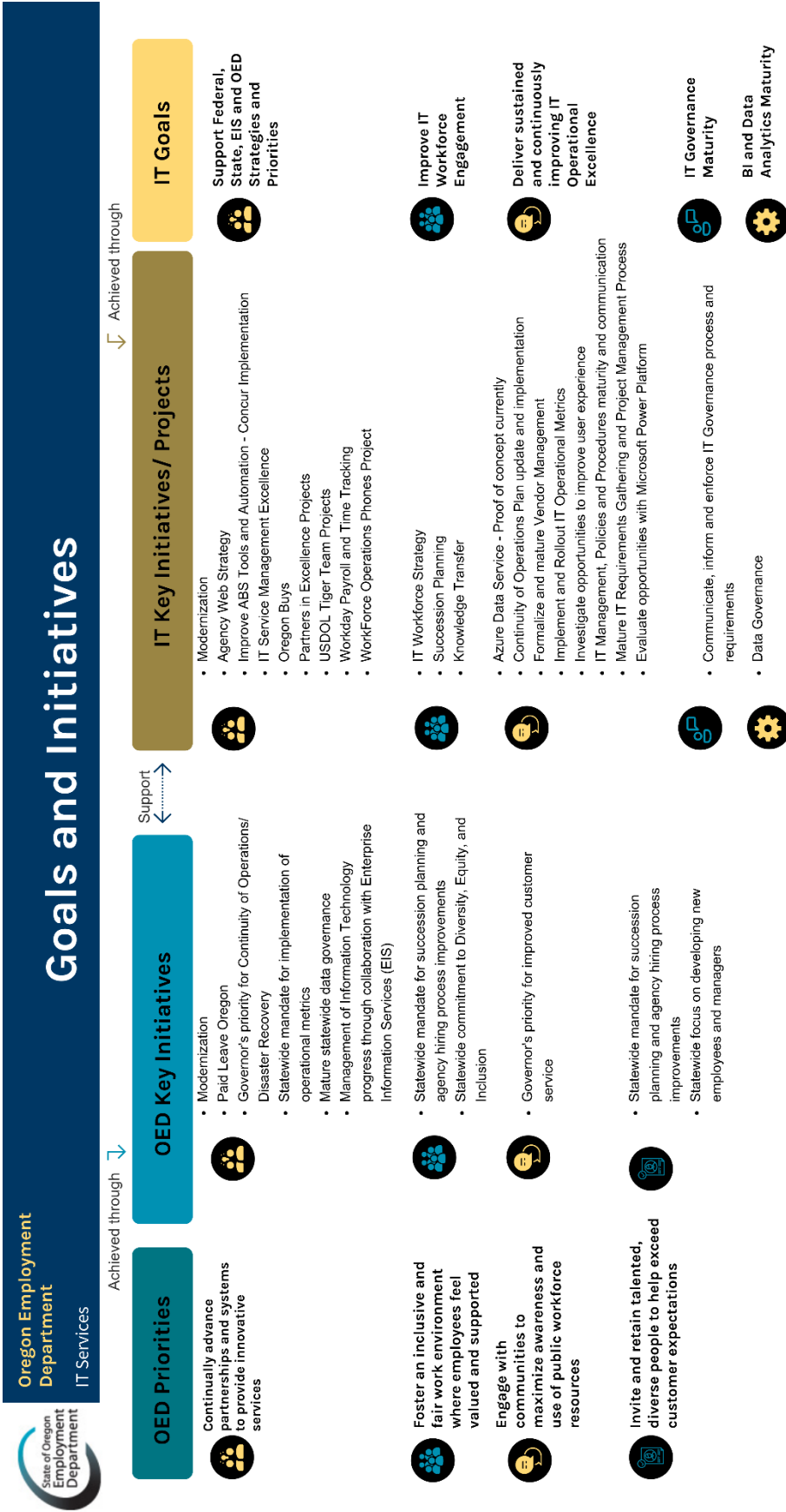
## Appendix:

## IT Services Key Initiatives

# IT Services Key Initiatives

<b>Business Support</b> 	<b>Improve IT Excellence</b> 	<b>Support Innovation</b> 
<ul style="list-style-type: none"> <li>• Modernization</li> <li>• Data Governance</li> <li>• OregonBuys</li> <li>• Workday Payroll and Time Tracking</li> <li>• Agency Web Strategy</li> <li>• Improve ABS Tools and Automation</li> <li>• Partners in Excellence Projects</li> <li>• USDOL Tiger Team Projects</li> <li>• WorkSource Operations Phones Project</li> </ul>	<ul style="list-style-type: none"> <li>• Continuity of Operations Plan Update and Implementation</li> <li>• IT Management Policies and Procedures maturity and communication</li> <li>• IT Service Management Excellence</li> <li>• IT Workforce Strategy, Succession Planning, Knowledge Transfer</li> <li>• Communicate, inform, and enforce IT Governance process and requirements</li> <li>• Formalize and mature Vendor Management</li> <li>• Mature IT requirements gathering and project management process</li> <li>• Implement and rollout IT Operational Metrics</li> <li>• Investigate opportunities for improvement in the user experience</li> </ul>	<ul style="list-style-type: none"> <li>• Azure Data Services- Proof of Concept to fully understand operational/ management implications</li> <li>• Evaluate opportunities for finding additional value from cloud services</li> <li>• Evaluate opportunities and capabilities of Microsoft Power Platform</li> </ul>

Goals and Initiatives



Strength, Weakness, Opportunities, Threats

S
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**STRENGTHS:**

- Staff Desire to "do things the right way"
- Staff experience level is high; staff longevity
- Staff knows and understands business needs better than the business
- Staff collaborates and works well together
- Heroic efforts - team is very devoted, willing to do whatever it takes
- Strong vendor support from certain key vendors
- High application and system reliability and availability; tickets for changes not incidents or downtime



**WEAKNESSES:**

- Change Aversion "That's the way we've always done it"
- Lack of awareness of options
- Some higher-level techs struggle "to stay out of the weeds"
- Missing partnership with business; relationship managers and requirements gathering
- Over reliance on "Heroic Efforts"
- Resource shortages
- Limited Knowledge base/ references and difficult to access with current intranet



**OPPORTUNITIES:**

- Improved awareness of connections, solutions available to improve collaboration identifying solutions/ resolutions
- Establishing IT Service Management , needs further documentation, education
- Improved intranet to facilitate knowledge base, service management, and education
- Defined RACI to improve role clarity within and between teams



**THREATS:**

- Difficulty attracting new talent, lack of succession planning, career paths (no promotion opportunities must apply for next role
- No service catalog, prevents optimizing use of solutions
- Standard work intake process not followed
- EIS management of key applications limits provided capabilities (M365)
- Business reliance on ad hoc tools (Word Macros, SmartSheets)



Initiative Roadmap: Improve IT Excellence

## IT Services Initiatives Roadmap: Objective: Improve IT Excellence

	July - December 2023	January - June 2024	July - December 2024	January - June 2025	July - December 2025
Continuity of Operations Plan update and implementation		=====			
IT Management Excellence: Policies and Procedures maturity and communication	=====			=====	
IT Service Management Excellence: Service Management Tool selection and implementation	=====		=====		
Develop IT Workforce strategy, succession planning, knowledge transfer plan	=====	=====			
Formalize and mature vendor management	=====		=====		
Mature IT requirements gathering and project management process	=====	=====			
Implement and roll out IT Operational Metrics	=====				=====
Investigate opportunities for improvement in user experience	=====				=====



Initiative Roadmap: Business Support

## IT Services Initiatives Roadmap: Objective: Business Support

	July - December 2023	January - June 2024	July - December 2024	January - June 2025	July - December 2025
Modernization:					
Unemployment Insurance	-----				
WorkForce	-----				
Operationalize Frances - UI	-----				
Paid Leave	-----				
UI Legacy Shut Down			-----		
Data Governance	-----				
Oregon Buys	-----				
Workday Time and Payroll Tracking	-----				
Agency Web Strategy	-----				
Improve ABS Tools and Automation	-----				
Partners in Excellence Projects-group into 2 areas	-----		-----		
US Department of Labor Tiger Team Projects	-----				
WorkSource Operation Phones Project	-----				



Initiative Roadmap: Support Innovation

## IT Services Initiatives Roadmap: Objective: Support Innovation

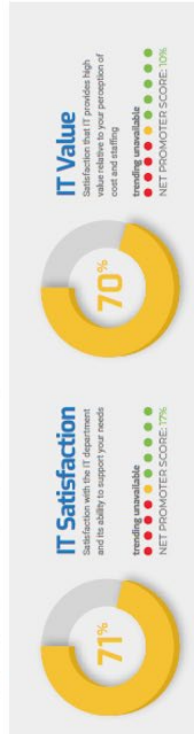
	July - December 2023	January - June 2024	July - December 2024	January - June 2025	July - December 2025
Azure Data Services - Proof of Concept to fully understand operational/ management implications	-----				
Evaluate opportunities for finding additional value from cloud services	-----				
Evaluate opportunities and capabilities of Microsoft Power Platform	-----				



IT Satisfaction Scores

IT Satisfaction Scorecard | Department Report / Oregon Department of Employment

# IT Satisfaction Scorecard



**73%** **Understands Needs**  
Satisfaction with IT's understanding of your needs.  
trending unavailable

**67%** **Executes Requests**  
Satisfaction with the way IT executes your requests and meets your needs.  
trending unavailable

**68%** **Communicates Effectively**  
Satisfaction with IT communication.  
trending unavailable

**63%** **Trains Effectively**  
Satisfaction with training quality and timing.  
trending unavailable



## Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

Service	Satisfaction	Importance
Service Desk	80% <sup>+</sup> trending unavailable	3 <sup>RD</sup>
IT Security	80% <sup>+</sup> trending unavailable	2 <sup>ND</sup>
IT Policies	78% <sup>+</sup> trending unavailable	13 <sup>TH</sup>
Data Quality	75% <sup>+</sup> trending unavailable	4 <sup>TH</sup>
Network & Comm. Infrastructure	74% <sup>+</sup> trending unavailable	4 <sup>TH</sup>
Devices	72% <sup>+</sup> trending unavailable	8 <sup>TH</sup>
Business Apps	71% <sup>+</sup> trending unavailable	7 <sup>TH</sup>
Analytical Capability and Reports	71% <sup>+</sup> trending unavailable	9 <sup>TH</sup>
Work Orders	69% <sup>+</sup> trending unavailable	11 <sup>TH</sup>
IT Innovation Leadership	65% <sup>+</sup> trending unavailable	6 <sup>TH</sup>
Projects	64% <sup>+</sup> trending unavailable	10 <sup>TH</sup>
Requirements Gathering	60% <sup>+</sup> trending unavailable	12 <sup>TH</sup>
Client-Facing Technology	58% <sup>+</sup> trending unavailable	1 <sup>ST</sup>

## Benchmarking Scores

IT Satisfaction Scorecard | Department Report / Oregon Department of Employment

# Benchmarking



INFO-TECH  
STRATEGY GROUP

## Business Satisfaction and Importance for Core Services

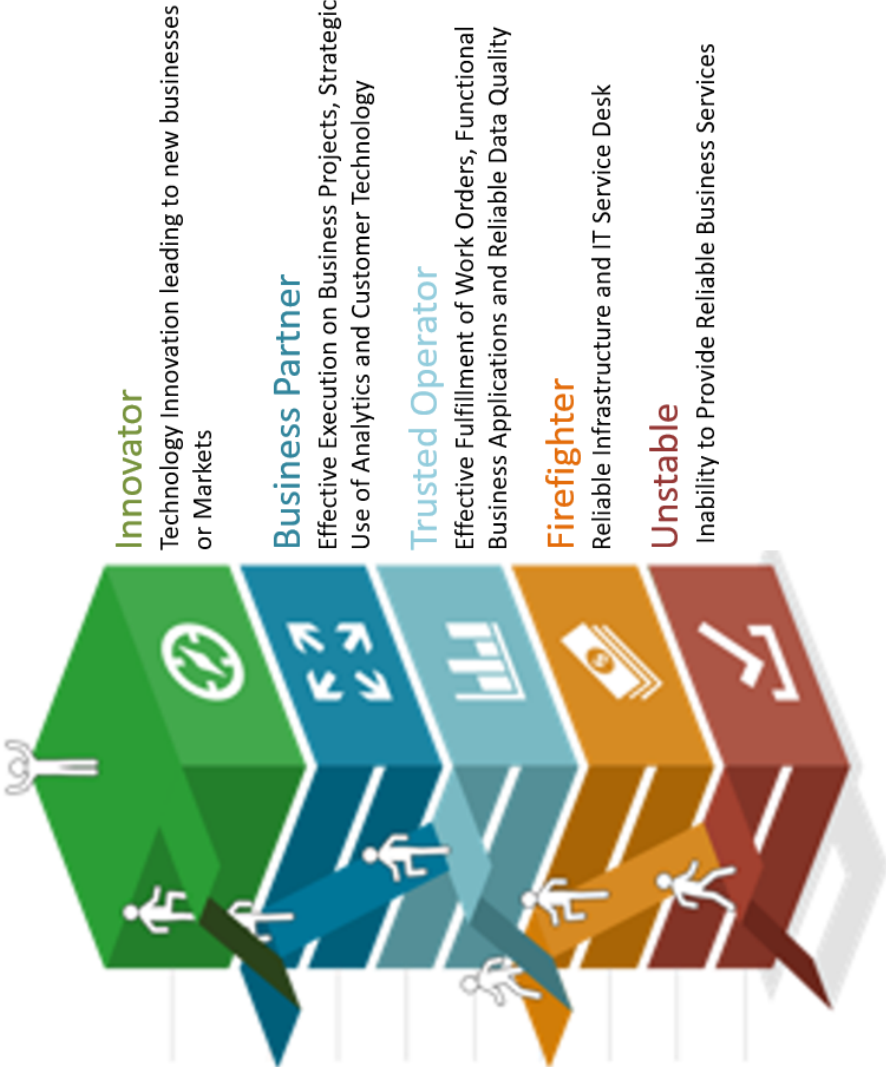
The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

Service	Satisfaction	Importance	Percentile
<b>Service Desk</b> Satisfaction with responsiveness and effectiveness of service desk.	80*	aligned with industry	42 <sup>ND</sup>
<b>IT Security</b> Satisfaction that organizational devices and data are properly secured.	80*	1% below industry	35 <sup>TH</sup>
<b>IT Policies</b> Satisfaction with policy design and enforcement around security, governance, etc....	78*	3% above industry	58 <sup>TH</sup>
<b>Data Quality</b> Satisfaction with providing reliable and accurate data	75*	2% above industry	52 <sup>ND</sup>
<b>Network &amp; Comm. Infrastructure</b> Satisfaction with reliability of comm. Systems and networks	74*	3% below industry	30 <sup>TH</sup>
<b>Devices</b> Satisfaction with desktops, laptops, mobile devices etc.	72*	5% below industry	18 <sup>TH</sup>
<b>Business Apps</b> Satisfaction with applications and functionality	71*	2% below industry	35 <sup>TH</sup>
<b>Analytical Capability and Reports</b> Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	71*	4% above industry	64 <sup>TH</sup>
<b>Work Orders</b> Satisfaction with small requests and bug fixes	69*	7% below industry	21 <sup>ST</sup>
<b>IT Innovation Leadership</b> Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	65*	3% below industry	34 <sup>TH</sup>
<b>Projects</b> Satisfaction with large department or corporate projects	64*	5% below industry	25 <sup>TH</sup>
<b>Requirements Gathering</b> Satisfaction with BAs ability to understand and support the business	60*	10% below industry	11 <sup>TH</sup>
<b>Client-Facing Technology</b> Satisfaction with user experience and effectiveness	58*	8% below industry	13 <sup>TH</sup>

The Role of IT Today

### The role of IT today:

- It does not fit one specific role today but is in-between 2 the Firefighter and Trusted Operator
- Goal for the next biennium to move fully into the Trusted Operator and to see instances of Business Partner
- Goals:
  - Develop trust and relationships
  - Business to bring ideas, desires and future projects to IT as they are thinking about and vetting them
  - IT would partner with the business to identify business value driven solutions and options



**Innovator**  
Technology Innovation leading to new businesses or Markets

**Business Partner**  
Effective Execution on Business Projects, Strategic Use of Analytics and Customer Technology

**Trusted Operator**  
Effective Fulfillment of Work Orders, Functional Business Applications and Reliable Data Quality

**Firefighter**  
Reliable Infrastructure and IT Service Desk

**Unstable**  
Inability to Provide Reliable Business Services

### Initiatives:

#### Continuity of Operations Plan:

The Continuity of Operations Plan provides the guidance that allows the agency to continue to provide the mission essential functions during emergencies, natural disasters, technological threats, and national emergencies. IT supports the agency plan by updating their portion as part of the plan and being prepared to implement the guidance.

#### IT Management Excellence: Policies and Procedures:

ITSMO Practices and Procedures are designed to ensure that we meet our goals for excellence in customer service and reliability, meet our performance standards, and create a cooperative and respectful work environment for all.

#### IT Management Excellence: Service Management Tool

The Enterprise Service Management (ESM) system will be a system to enhance visibility and access to agency services of all forms. There is a need for accelerated service delivery, to improve agency performance, responsiveness, and outcomes. The most urgent need is for an improved IT service request and ticketing management system. Additionally, the system will support IT Service Management practices including, problem management, change management, and management of Service Level Agreements (SLAs)

#### IT Workforce Strategy: Development and knowledge transfer plan

Define development plan and documentation expectations for IT in general terms that each section can then tailor and implement. The initial general terms and expectations to be defined by the end of the 23 -25 biennium with the sections implementing and being able to share their plans and strategies by the end of the 27 – 29 biennium.

#### Vendor Management: Formalize and Mature

Develop a proactive, holistic, and strategic approach to interacting with vendors, that is based on the five Pillars of Excellence<sup>2</sup> as defined by Info~Tech. The five pillars are risk management, financial management, contract management, performance management, and relationship management.

#### IT Operational Metrics:

Identifying, measuring, and publishing fundamental performance metrics will illustrate how IT is a powerful lever for enhancing OED service delivery. By implementing and maintaining modern, user-friendly technology, IT can boost the agency's ability to swiftly meet diverse and expanding expectations while successfully engaging and effectively serving claimants, job seekers and employers alike.

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<sup>2</sup> (InfoTech, 2023)

### Improve User Experience:

IT must find ways to understand the needs of the business and Oregonians by developing empathy. Empathy is the foundation of a thriving business partnership.<sup>3</sup> By understanding more than just the requirements but the issues and preferences IT can provide services and processes that will exceed the business and users' expectations.

### Modernization:

#### *Unemployment Insurance*

The UI Modernization Project is a multi-year effort to replace and implement the technology system supporting Unemployment Insurance (UI) and Paid Leave Oregon contributions and benefits. Functionality supporting UI contributions and Paid Leave Oregon contributions and benefits has been implemented, with UI benefits scheduled to go live in March 2024. The new system – Frances and the customer-facing portals, Frances Online – offer improved customer access to services and online self-service functionality supporting the goal to enhance the customer's experience. The agency is leveraging capabilities of the modern system to transform business processes for more effective service delivery. Additionally, the project aims to provide a more efficient and adaptable system that allows our technology to quickly be adapted to customers' needs while maintaining data security.

#### *Workforce:*

The Workforce Modernization Project will replace the computer systems and transform business processes supporting the delivery of employment services and administration of federal programs. Forecasted to be implemented in 2026, expected benefits of the project include enhanced accessibility and usability, personalized interactions with job seekers and employers, more robust document management capabilities, and greater self-service and automated functionality targeted for customers' needs. Through collaboration with partners, the agency seeks to enhance the tracking of services and interactions with individuals and employers, including the ability to track those services with agency partners, and support better integration and data sharing.

#### *Paid Leave:*

Paid Leave Oregon website and services supports Oregonians applying for benefits which allow them to have the time and support they need to care for themselves and their loved ones when they need it most. Desired outcome: Functional website with a user interface that supports all Oregonians equitably, reducing and removing barriers.

#### *Legacy System Decommissioning:*

IT will begin decommissioning UI legacy systems by working with the modernization team and UI to determine timing. Decommissioning the systems or making them read only will reduce risk and help ensure a successful transition to the FRANCES system. The

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<sup>3</sup> (Welke, 2023)

process will be iterative and allow for verification to minimize impacts to key business processes in other departments.

#### OregonBuys:

This is a DAS level project that includes all state agencies to implement a new State of Oregon enterprise eProcurement solution. This new web-based eProcurement system will automate the state of Oregon's procurement process. The easy-to-use system will create efficiencies and transform the way the state does business. OregonBuys is a complete Procure to Pay (P2P) solution meaning start to finish automation from the purchase request through sourcing, receipt, and payment.

#### Workday Time and Payroll:

This is a DAS level project that includes all state agencies to implement a new State of Oregon enterprise Time and Payroll system as part of Workday. Other systems that have been included as part of Workday are Human Resources, Learning and Safety and Risk. The Time and Payroll project is in the stabilization phase. It was designed to offer a single stop for all staffing/ personnel needs. Participation in this project is part of IT Services goal to be aligned with EIS.

#### Agency Web Strategy: WCAG Compliance and replacement Intranet

Develop an agency web strategy that will allow for improved information and communication internally and externally for the agency, with a focus on Diversity, Equity and Inclusion requirements during development, implementation, and continuous improvements. Establish website standards based on Web Content Accessibility Guidelines (WCAG) in partnership with Communications and the Diversity Equity and Inclusion (DEI) Office. Initiate an internal intranet replacement project with Communications to replace existing two versions of EDweb (Intranet). This intranet replacement project will provide a one-stop hub that hosts timely, relevant, and easily located information for employees, along with providing division content creators an easy-to-use interface to maintain content

#### Improve ABS Tools and Automation:

Supporting ABS desire to automate and update existing fiscal systems is in alignment with the agency's operating principle to be conscientious stewards and improves transparency. Improved reporting provides OED leadership at all levels a clearer, consistent, accurate and more timely view of their budgets and expenditures.

#### Partners in Excellence:

Partners in Excellence projects allow the agency to meet the governor's directives, improve efficiency, utilize staffing to better serve Oregonians, updating the UI call center to industry best practices and implement a workforce management tool.

#### US Department of Labor Tiger Team Projects:

US Department of Labor Tiger Teams projects are focused on leveraging best practices, processes, and the technology necessary to enhance the ongoing efforts to deliver an equitable and accessible unemployment insurance program. It is focused on Fraud Prevention and Detection, Equitable access, and timeliness and backlog. While the DOL grant application has shifted slightly, OED is still working to meet the original intent of the projects and provide an improved user experience that fits all Oregonians needs.

#### WorkSource Operations Phones:

Worksource will modernize their phone systems and usage. They are moving towards a more flexible and data driven solution. This will allow them to evaluate and route calls based on statistics such as # of calls, call length, wait time, current staffing, etc. They will be able to use historical and real time data to make the most efficient use of their resources to improve customer service. They are also looking to move to a system that can more easily integrate with the rest of the agency, so unexpected increases in call volume can be routed in the agency to where the resources are available.

#### Innovation Exploration:

Azure Data Services an ongoing pilot to explore the value, administration and potential risks related to using the service.

Cloud Native Services looking to adopt cloud native solutions in alignment with the EIS framework and using DAS contracts where available.

Microsoft Power Platform using existing applications and the power platform to fully leverage the functionality available within the state tenant.

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