

CIO Management Council
May 20, 2008

approved 06/03/2008

Attendees: Ben Berry, Rick Howard, Sandy Jefferson, Ed Klimowicz, Kathryn Naugle and Dugan Petty

EISPD Staff: Ed Arabas, Nick Betsacon, Sean McSpaden, Scott Riordan and Angela Skyberg

Others Present: Terry Meehan and Jennifer Woodford (DOJ)

Approval of Minutes, Agenda Overview and Action Items – Dugan Petty

Dugan gave an overview of the agenda items scheduled for today. Kathryn Naugle had a question regarding whether a representative from the State Procurement Office (SPO) would be attending this CIOMC meeting to discuss the MSP contract. Dugan confirmed he will invite SPO to a future CIOMC meeting following his scheduled one-on-one meeting with Dianne Lancaster.

Ben Berry asked to strike the word “additional” under the roundtable portion of the May 6 meeting minutes.

A bullet titled “CIO Charter Revision” will be added to the list of “Future CIOMC meeting topics.”

“What it takes to successfully implement enterprise level activities” will be added to the bullet titled “Enterprise Projects” and “Dugan will send out the volunteer list for enterprise projects” will be deleted.

The CIOMC adopted the May 6 minutes with these changes.

Action Item:

EISPD will develop a list of historical and current enterprise activities that have been undertaken and present them to the CIOMC for discussion.

Action Items from May 6:

- Dugan brought food to the CIOMC meeting
- Dianne Lancaster MSP meeting with Dugan is scheduled
- Kathryn sent the CIOC survey to Charlene for distribution and the survey is complete
- Scott Riordan distributed CNIC reports and related documents to the CIOMC
- Charlene is scheduling the CIOC Charter meetings. One is already scheduled.

Sean asked Kathryn if she needed help from ITIP on the survey. Kathryn is unsure if she needs help from ITIP.

CIO Introductions – Rick Howard

The Department of Human Services (DHS) will be wrapping up their reorganization by the end of August. Rick announced that Kathryn Naugle has accepted the position of Deputy Chief Information Officer for the DHS Children, Adults and Families (CAF) Division beginning June 2, 2008.

Kathryn Naugle introduced Troy Rutten as the new Chief Information Officer for the Employment Department.

Enterprise Architecture – Scott Riordan and Tim Avilla

At the last meeting, the CIOMC had asked to hear how key agencies (DHS, ODOT and Employment) are applying Enterprise Architecture (EA) practices. Scott Riordan interviewed several people from those agencies regarding EA. Scott relayed a conversation he had with Bob DeVyldere at the April 27, 2008 CIO Council meeting in which Bob shared his concerns that the value of EA to agencies was not being provided. Scott conveyed that Bob felt EA practices should be applied directly to agencies so the value would be evident. Scott indicated that he described to Bob the practical applications of EA currently underway including: the HRIS project; SPO Strategic Improvement Project (SIP); e-Courts initiative; Forestry Business Improvement Initiative (FBII); and ESO's Security Architecture initiative. Scott conveyed his impression that Bob was satisfied that the EA Core Team was on the right track once he understood the how EA practices were currently being applied. Scott indicated that the takeaway from his meeting with Bob was that the EA Core Team needs to do a better job of communicating what actions are underway, the value agencies derive, where EA is headed, and where the EA efforts are on that action path. An EA strategic communication plan needs to be developed and implemented.

Scott reported on his interview with Ed Klimowicz. DHS has an active EA build-out taking place. They are beginning to bring business leaders into the EA discussion with the expectation that EA will help integrate business and IT. They want to focus more on developing a Business Architecture. Scott observed the DHS architecture efforts are likely to produce principles, business conclusions and planning assumptions that would be valuable for other agencies. That valuable information should be available for other agencies to use for their projects and initiatives. DHS (and other agencies) could place these high-level business conclusions in the EA repository to make it available for state government-wide sharing. This repository of information would gain value over time. If agencies brought their assumptions into a common repository or shared place, there would be a chance for agencies to then work together to find commonality.

ED Klimowicz said the focus should be on integrating the business partners. He felt people are tired of "technology talk."

Rick Howard felt EA status reporting tells us what is going on but does not describe the value of EA for agencies. He gave a Medicaid program example. Rick suggested that in order to move EA forward, the EA Core Team should undertake a single action in a subject area that will produce tangible benefit for agencies, consumers and employees alike. The EA effort should demonstrate the benefit of a unified approach.

Scott told members about his meeting with Troy Rutten, newly appointed Employment Department CIO. The Employment Department has completed a robust enterprise-level Technical Architecture development effort resulting in a different view of the department's technology infrastructure – a "sedimentary" or layered view. Scott noted that Employment had used the draft of the EA principles document as one of their references. They had not yet used business architecture practices. They did have a good knowledge of the business in support of the technical architecture development effort. The next step for the Employment Department is to engage willing business leaders. Scott spoke of Troy's "spoonful of dirt" approach. Troy has taken this

incremental approach so agency stakeholders will embrace the process. Employment's main achievement is that EA is now a common thread in their planning process.

Scott spoke with Ben Berry and Tim Avilla regarding EA. Ben's focus is on business architecture. Business architecture is an area in which the state needs to develop and deploy practices. Right now, ODOT and DAS are conducting a joint ERP project. DAS's focus is on the HR requirements for ERP. ODOT's focus is on the financial side of the enterprise ERP effort. It may be valuable to get the EA Core Team to help with that work, especially if we use EA practices to define human resource, finance and procurement requirements. That process would be expected to get other agencies involved engaging them in an enterprise-level planning process. This one project could also unify the state around a real-world application of EA practices. Ben shared his experience with EA when he was with Hughes Aircraft. As state government, we have services we provide to customers, constituents and citizens of Oregon. We need to use EA practices to determine business areas that could be improved using a unified approach. Ben conveyed his belief that the first direct use of EA practices could be around ERP. Ben indicated his great interest in this area.

Dugan Petty said the ERP Policy Option Package (POP) talked about leveraging the Human Resource Information System and the efforts to streamline the state's contracting business processes. This may be a good opportunity to come in and use EA to document the "as is" and the "to be" state for these important efforts. These two statewide business process areas need work. This is already stated in the POP. The current state must be understood and we need to leverage, document and memorialize what EA is to be in the future to be able to move forward. The missing piece is clearly defining the business need and priority for EA.

Dugan highlighted the fact that the request to the CIOC to approve extending the EA charter to July 1, 2009 also included a list of activities the EA Core Team would be engaged in over that time frame. It appears that members are not satisfied with this portion of the request. The substantive question appears not so much the list of activities, but rather the value these activities provide for agencies.

The EA Core Team would like approval of their charter. Kathryn Naugle pointed out the EA charter decision was tabled at the April 29, 2008 CIOC meeting because DHS has committed resources to the effort yet was not present in that meeting. The decision was not made at the May 6 CIOMC meeting because there were still questions around: the value EA adds for Oregonians; and how EA practices would be applied. Tim Avilla pointed out the EA POP has been approved so the work should not be stopped.

Kathryn Naugle felt that she was still unclear about the benefit of an EA to Oregonians and how it would benefit specific agencies. Kathryn reiterated Rick Howard's suggestion that EA should be applied to the enterprise Identity and Access Management initiative to demonstrate the value of enterprise architecture for those agencies who anticipate being involved in 2009 -11 biennia. She suggested separating the concept of the charter from an EA Statement of Work (SOW) and associated deliverables. The challenge is to make the EA work tangible. To Kathryn the parallel is the struggles in the late 90's around project management. The feedback and pushback is intended to make EA real - translating esoteric EA concepts into actions that demonstrate the real-world practice, benefits and value of EA.

Ben Berry said without a compelling business need it seems like EA is an exercise to those who haven't seen what the compelling business need is. For example, many agencies go through the 10 percent cuts. Maybe use of EA practices can help define the compelling business needs. For instance, how do we do more with less? How do we recoup some of the 10 percent loss?

Sean McSpaden reminded the CIOMC that members of the EA Core Team are not doing pilots. The EA Core Team is working with agencies to imbue EA methods into their projects. Until those projects are done the value to agencies cannot be determined. We anticipate having results this biennium. Sean is concerned about re-tasking the EA Core Team on just one item like I&AM or ERP. He reminded the group that the EA Core Team is made up of volunteer resources from various agencies. He is struggling with a proposal to have these people develop architecture. The POP provides: a central coordination point for EA; consistent EA practices; shared enterprise principles; a repository for EA artifacts; the infrastructure to conduct EA; and necessary training.

Sean pointed out the EA Core Team's objective has been to collect and publish highest-level business principles, planning assumptions, and EA methods for subsequent use by agencies. The value will be returned to agencies when they leverage and apply this work to their own endeavors. The EA Core Team is not intended to evolve into a big organization that will develop EA for other agencies. He pointed out each agency is developing EA before our eyes, one agency at a time. The value of this small EA Core Team is to coordinate those separate actions into a valuable resource that serves all agencies.

Sean pointed out the work group could go away and EA could still be developed at each agency. But development of a valuable enterprise architecture still requires some coordination. That is what the POP provides. A compelling business case is also part of that. The challenge for the EA Core Team is to articulate how EA practices provide benefit beyond what is already being done. Members again referred to I&AM as a potential EA initiative. They observed that we should try to pilot EA practices in the context of an enterprise initiative.

<p>Action Item:</p> <p><i>The EA Core team will revise the charter and bring it back to the CIOMC for approval on June 3 with the intent to move it forward to the CIOC. This revision should include the activity list and compelling rationale for EA.</i></p>

How the Department of Justice, Business Transactions Unit can help CIOs achieve better outcomes – Terry Meehan & Jennifer Woodford

Jennifer Woodford and Terry Meehan came to the CIOMC to encourage everyone to work collectively to influence and improve state processes. Terry sees every agency fighting different battles within state government one-at-a-time. Collectively, we can identify things that need to be improved and those things that are getting in the way of achieving business outcomes.

The Department of Justice (DOJ) can help agencies get their business done more effectively and efficiently because they see reoccurring issues and impediments across a number of agencies. Some of those impediments might be with DOJ. In order to fix these things, agency feedback is needed.

DOJ wants more user involvement. Each agency is responsible and accountable for their projects. Agency representatives need to be involved in their projects from the beginning so the end result is what you expect it to be. Similarly, DOJ needs to be involved early on so they can better understand agency desired outcomes and timing constraints. Early and ongoing participation is needed.

When DOJ gives you recommendations that is exactly what they are. It is still up to you, the agency, to decide how you'd like to proceed.

Theresa Masse said she appreciated those times when DAS SPO, DOJ, DAS Contracts and the agency lead got together for a 2-hour meeting to hash out the issues with contracts. She felt this collaborative approach streamlined the process. Terry thought this was a good idea for some cases, but not all. Theresa asked whether DOJ was involved in the State Procurement Office business process streamlining effort. Terry indicated that SPO has hired a consultant to look at its internal processes and streamline them and that DOJ was involved in that effort.

Ben Berry indicated that within ODOT he has decentralized a number of his IT staff and asked if DOJ had considered decentralizing their staff by assigning a specific attorney to a specific agency. Terry said he had considered that approach but felt that would be a disservice to agencies. Terry offered the example of a hospital staffed with specialists that work together as a team to provide expertise and outcomes not possible individually. Following this analogy, Terry conveyed his belief that the collaboration of a variety of attorney's with a variety of skill sets gives the best benefit to agencies.

Action Item:

<i>Dugan will invite Terry and Jennifer to the CIOC meeting June 5, 2008</i>
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<i>Dugan will invite Terry and Jennifer to the CIOMC on a quarterly basis to check in and discuss issues</i>
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EISPD Business Plan Update – Dugan Petty, Sean McSpaden and Theresa Masse

Dugan, Theresa and Sean distributed handouts and discussed the Enterprise Information Strategy and Policy Division, ESO and ITIP draft business plans for 2008/2009. All of these business plans align with the DAS Strategic Plan. EISPD encouraged feedback from CIOMC members about the business plans.

Action Item:

<i>CIOMC members to look at the EISPD, ESO and ITIP business plans and send comments to Dugan by May 27.</i>
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Roundtable – All

Sandy Jefferson, Department of Forestry, didn't feel like there was closure on any discussion today.

Kathryn Naugle, Employment Department, has received great responses back from the survey submitted after the last CIOC meeting. 70% of the responses said yes, a charter should be established.

Dugan Petty, Enterprise Information Strategy and Policy Division, reported that one charter meeting is scheduled. Preliminary information will be sent prior to the meeting on June 17.

Dugan adjourned the meeting at 2:45 p.m.