The New Government CIO: Because IT isn’t just IT anymore

TASSCC 2011 Annual Conference
San Antonio, Texas
August 7, 2011

Alex Z. Pettit
Chief Information Officer
State of Oklahoma
What is this really about?

- Why is this so complicated?
  - Show me the money!
  - Redefining the elements of service
    - It’s not only about processes, but transforming relationships with citizens, departments, and the elected officials
- Why is alignment so difficult?
  - PER (or why can’t we just buy this stuff?)
- You are all about your governance structure
  - Government runs on commitment more than control
  - Build bridges via deeper trusted communities
    - Producing easier/deeper access to exemplary tools
  - Differences between the pioneer and the settler
- Establishment of communities of practice
Alignment, alignment, my kingdom for alignment!

- All SIM surveys (20 years) alignment is top concern
  - The ball keeps moving
    - Support the technology available to the citizen
- Moving Technology to the Front Lines
  - Elimination of the information specialists
    - Access to information in a pre-determined structure
      - Information in a structured form (Eliot, 1901)
      - Wisdom = integration of knowledge into system
  - A significantly different role for the internal service
    - Focus on essence, not accidents (Brook)
How did we get here?

- Package Enabled Re-Engineering (COTS)
Using PER/COTS We Achieve:

- Department Alignment
- Short Term ROI/Reduced time to market
- Usability
- Quality
- “Best Practice Re-engineering”
- For organizations without much integration and CIO’s who need short term results, this method is very appealing
Using PER/COTS We Forego

- Cross-Departmental Integration
- Flexibility
- Inter-operability
- EDI Seamlessness
- Adaptability
- Re-usability
- Synergy and TCO
- These consequences are less visible the stovepipe culture
Carr: IT Doesn’t Matter
The Rise of the Vendor

Balance of Power

- Vendors
- Business Process Owner
- Internal IT Dept

Kappleman, 2008
But Is that all there is to IT?

- Where is the Value in Information Technology?
- What is Information?
  - Expandable – gets bigger as it is used
  - Compressible – miniaturized
  - Substitutable – replace capital, labor, physical materials
  - Transportable – at the speed of light!
  - Diffusive – tends to leak
  - Sharable – we both have it after I give it to you
- What about Technology?
  - Our value is in metrics
  - Differences which do make a difference

Cleveland, 1982; Taylor 1982
Enterprise Architecture

- What Good, for Which People, at What Cost?
- Zachman Framework for Enterprise Architecture
<table>
<thead>
<tr>
<th>What</th>
<th>How</th>
<th>Where</th>
<th>Who</th>
<th>When</th>
<th>Why</th>
</tr>
</thead>
<tbody>
<tr>
<td>THINGS</td>
<td>ACTIONS</td>
<td>THINGS</td>
<td>ACTIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategies interpreting the theorists</td>
<td><strong>Resource Ideas</strong></td>
<td>Behaviour Ideas</td>
<td>Identify the Scope Boundaries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Leaders for the owners</td>
<td>Behaviour Reality</td>
<td></td>
<td>define the Business Concepts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Architects as the designers</td>
<td>Resource Physics</td>
<td></td>
<td>represent the System Logic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineers as the builders</td>
<td>Behaviour Reality</td>
<td></td>
<td>specify the Technology Physics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technicians as the contractors</td>
<td>of Inventory Sets</td>
<td></td>
<td>configure the Component Elements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workers as the participants</td>
<td>of Process Functions</td>
<td></td>
<td>operate the Enterprise</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>of Network Positioning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>of People Organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>of the Timing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>of Motivation Reasons</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Federated Security?
Un-Federated Security

184 “IT Silos” in 4 Major Groups

132 Executive Branch

4 Judicial Branch

Legislative Branch (+LSB)

45 Higher Education
Federated Security

Identity Models

184 Untrusted Entities

Partial Trust of Entities

Federation of Trusted Entities
Federated Security

Shibboleth Identity System

Handles Identity Requests from LDAPs
Federated Security

Federated Identity Management System

Works with Shibboleth to Form the Web of Trust
Consolidation Approach

- **Agency by Agency** – Consolidate all services for a specific agency at a time (i.e., Treasury, Education)

- **Service by Service** – Consolidate a specific service for all agencies that utilize the service (i.e., enterprise, email, mainframe hosting)

- **Service by Agency** – Implement a specific service or a small number of services for an agency, traditional approach.
Consolidation Approach

- **Leadership Common Vision**
- **Team Formation**
- **Project Scope and Plan**
- **Business Case**
  - **Approve**
  - **Detail Plan**
- **Transform**
- **Customer Relationship**
- **Governance**
- **Metrics**
- **Standard Process**

- **Treasury** – Business case completed waiting on approval
- **Education** - Approval completed working on detail plan
- **Board of Nursing** – Project scope and business case in process
- **Tourism** – Project scope and business case in process
- **Agencies consolidated into OSF will be next** – OPM, DCS, EBC, OSEEGIB
What Will We Do Differently?

- This is both a Technology and Policy Direction
  - Which elements are ready to go?
  - Efficiency and effectiveness issues to balance
    - True assessment of where we are
    - What additional services could we offer within the community?
- Transforming the Definition of E-gov
  - The transformation and integration of relationships
    - How far are we willing to go?
  - The act of discovery consists not in the finding of new lands but in seeing with new eyes - Marcel Proust
Stump the CIO

- Questions?

- Thank You!
References


