

# From Push to Pull: The Evolution of Service Delivery

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# What is this really about?

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- Why is this so complicated?
  - ▶ Show me the money!
  - ▶ Redefining the elements of service
    - It's not only about processes, but transforming relationships with students, faculty, and staff
- Why is alignment so difficult?
  - ▶ PER (or why can't we just buy this stuff?)
- Process vs. outcome orientation
  - ▶ Government runs on commitment more than control
  - ▶ Build bridges via deeper trusted communities
    - How do you build trust in an online world?
    - Online communities
  - ▶ Differences between the pioneer and the settler



# Alignment, alignment, my kingdom for alignment!

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- 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)

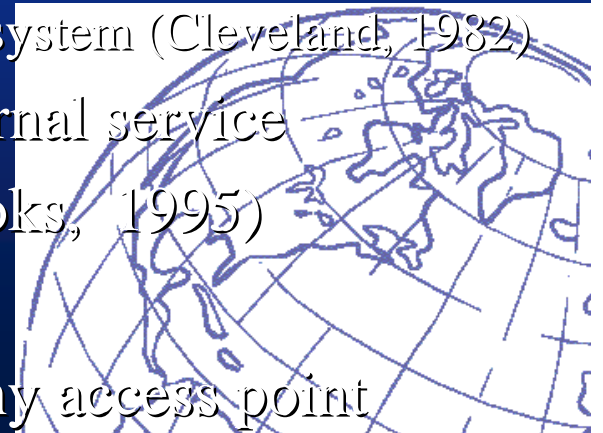
- Wisdom = integration of knowledge into system (Cleveland, 1982)

- ▶ A significantly different role for the internal service

- Focus on essence, not accidents (Brooks, 1995)

- ▶ Delivery of the education to the student

- On demand, at their location, using any access point



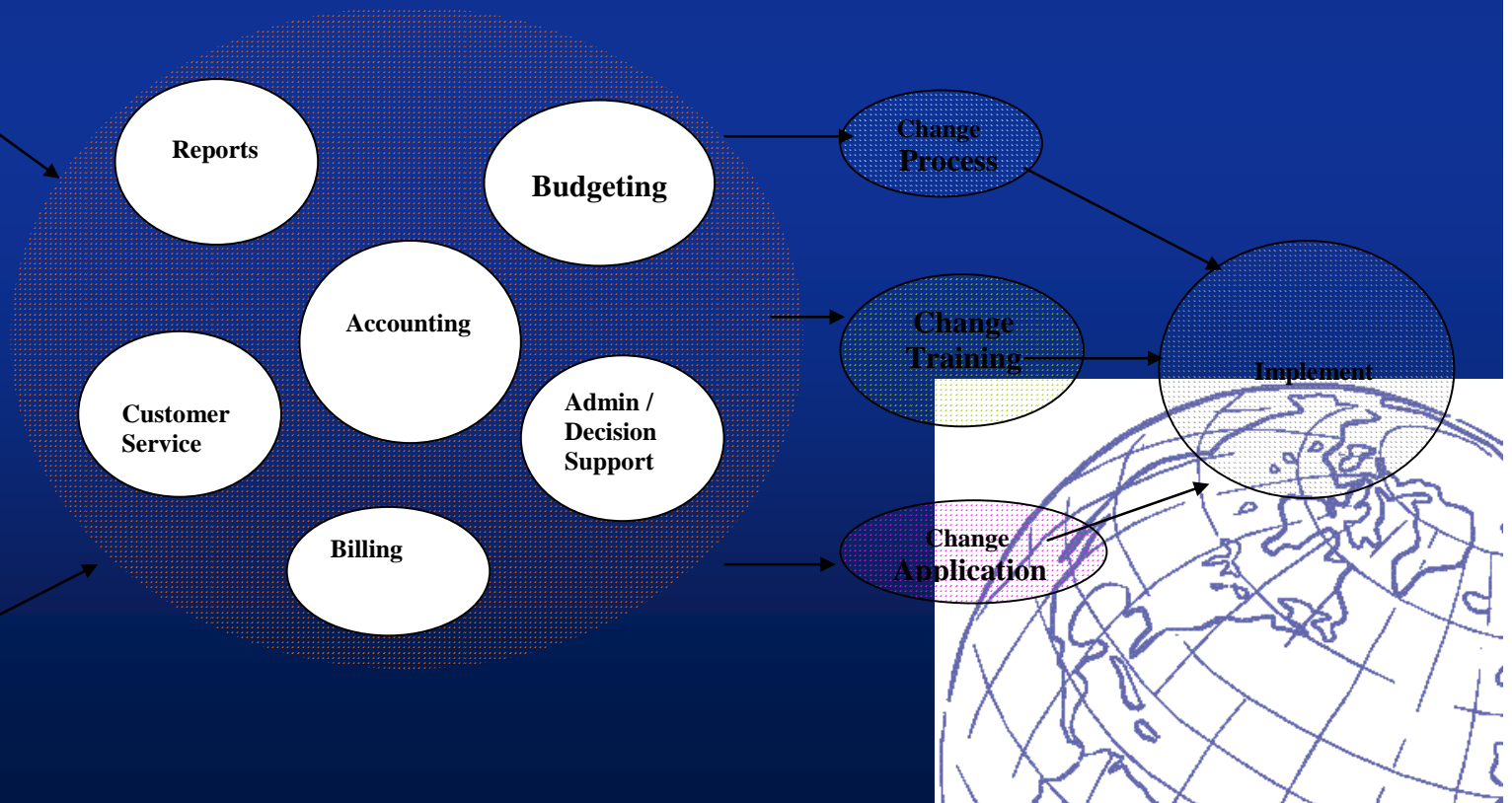
# How did we get here?

## ■ Package Enabled Re-Engineering (COTS)

Focus Teams (4-6 people)  
Current Process  
(Access Data)

Gap Analysis

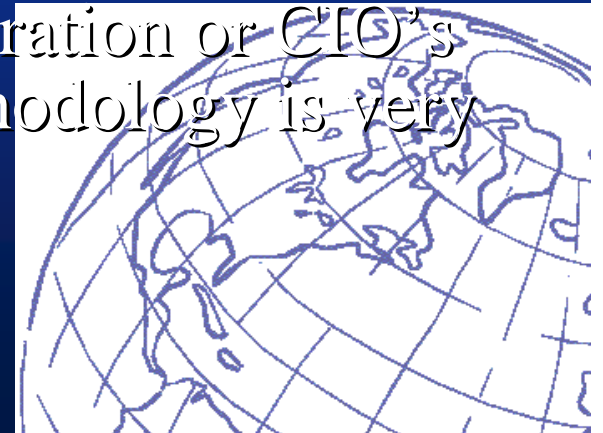
Application Process  
(New Application)



# Using PER/COTS We Achieve:

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- Department Alignment
- Short Term ROI/Reduced time to market
- Usability
- Quality
- “Best Practice Re-engineering”
- For organizations without much integration or CIO's who need short term results, this methodology is very appealing



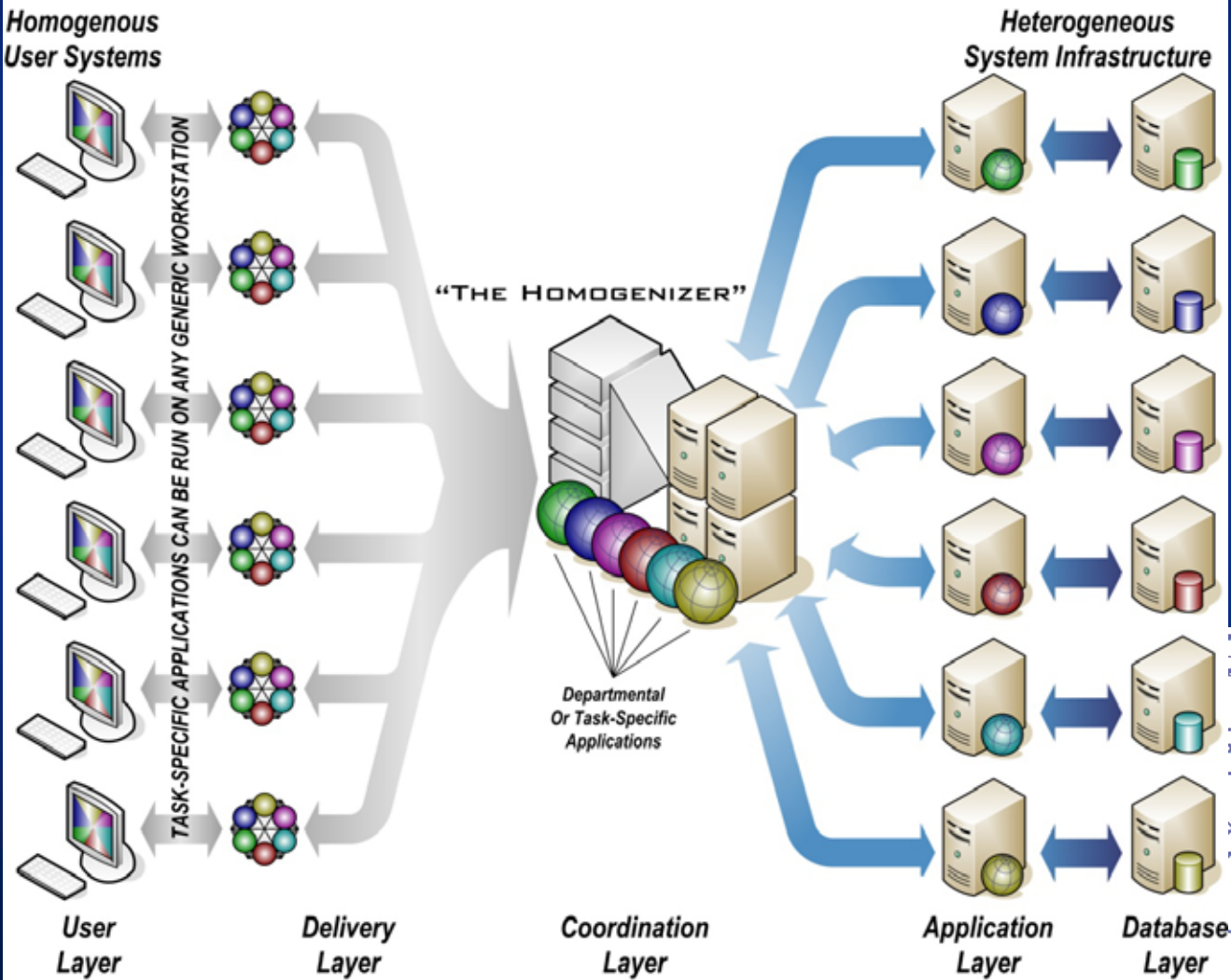
# Using PER/COTS We Forego

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- Cross-Departmental Integration
- Flexibility
- Inter-operability
- EDI Seamlessness
- Adaptability
- Re-usability
- Synergy and TCO
- These consequences are less visible the greater the stovepipe culture

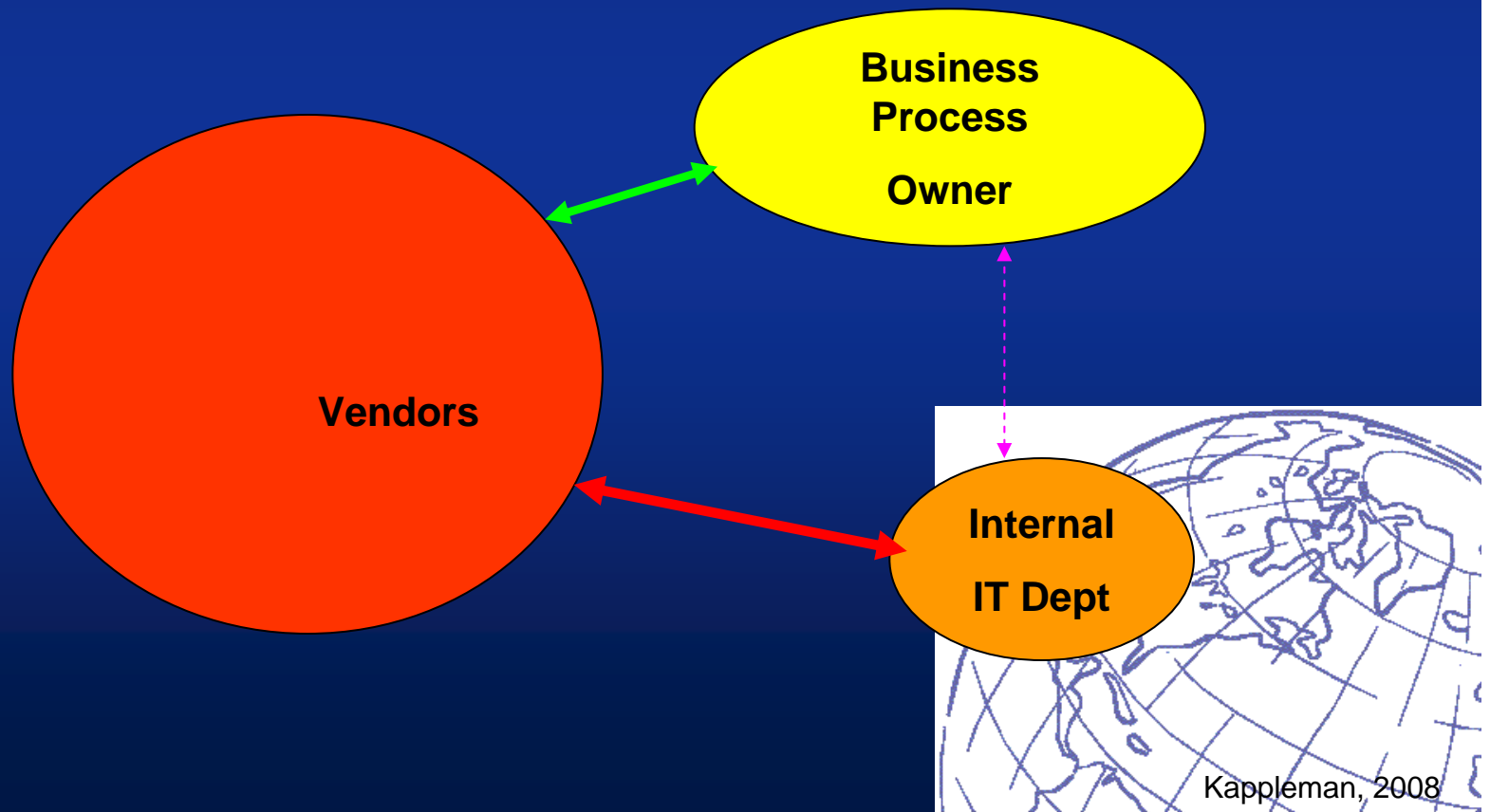


# Carr: IT Doesn't Matter



# The Rise of the Vendor

## Balance of Power





# But Is that all there is to IT?

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- 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?
  - Human factor challenges
  - Content delivery challenges



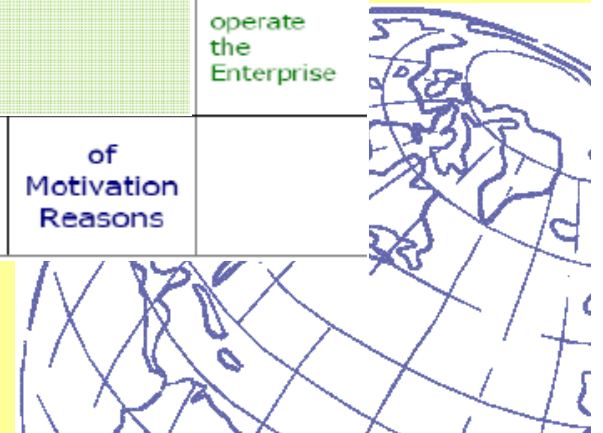
# Enterprise Architecture

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- What Good, for Which People, at What Cost?
- Does this really address the problems in GIS?
- Un-federated Architecture



	What	How	Where	Who	When	Why			
Strategists interpreting the theorists	<b>THINGS</b>			<b>ACTIONS</b>			Identify the Scope Boundaries		
Executive Leaders for the owners							Resource Ideas	Behaviour Ideas	define the Business Concepts
Architects as the designers							represent the System Logic		
Engineers as the builders							specify the Technology Physics		
Technicians as the contractors							Resource Reality	Behaviour Reality	configure the Component Elements
Workers as the participants							operate the Enterprise		
	of Inventory Sets	of Process Functions	of Network Positioning	of People Organizations	of the Timing	of Motivation Reasons			



# Federated Security?



132



4



2 (+1)



45

# Un-Federated Security

184 “IT Silos” in 4 Major Groups



132 Executive Branch



4 Judicial Branch



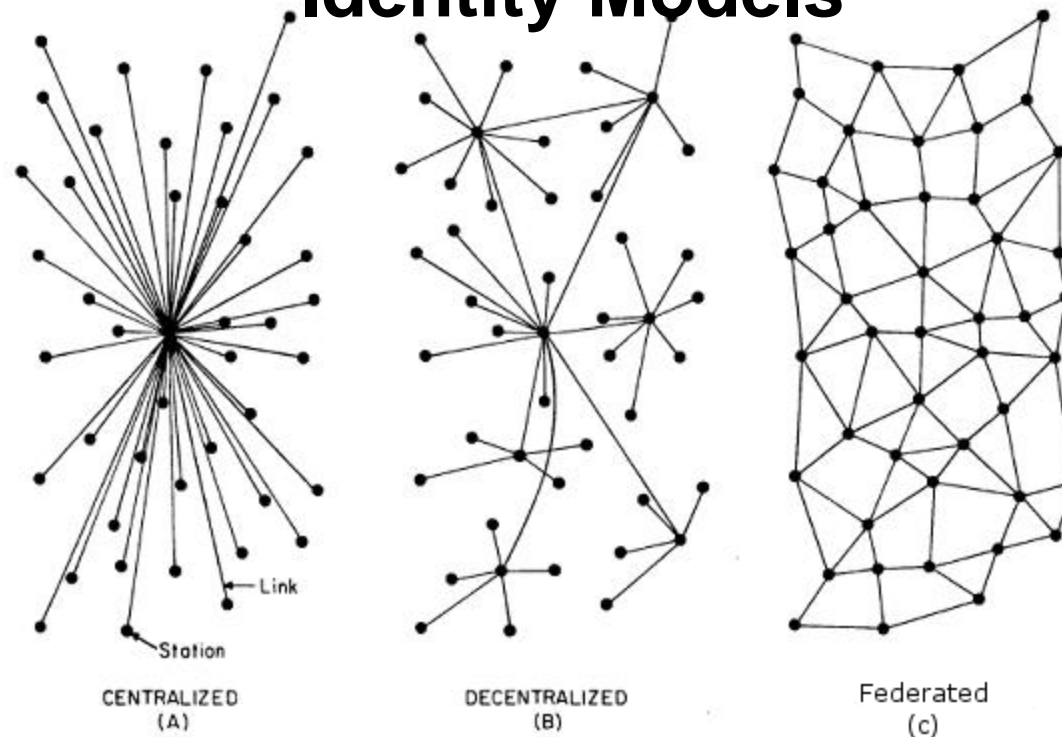
Legislative Branch (+LSB)



45 Higher Education

# Federated Security

## Identity Models



**184**  
**Untrusted**  
**Entities**

**Partial**  
**Trust of**  
**Entities**

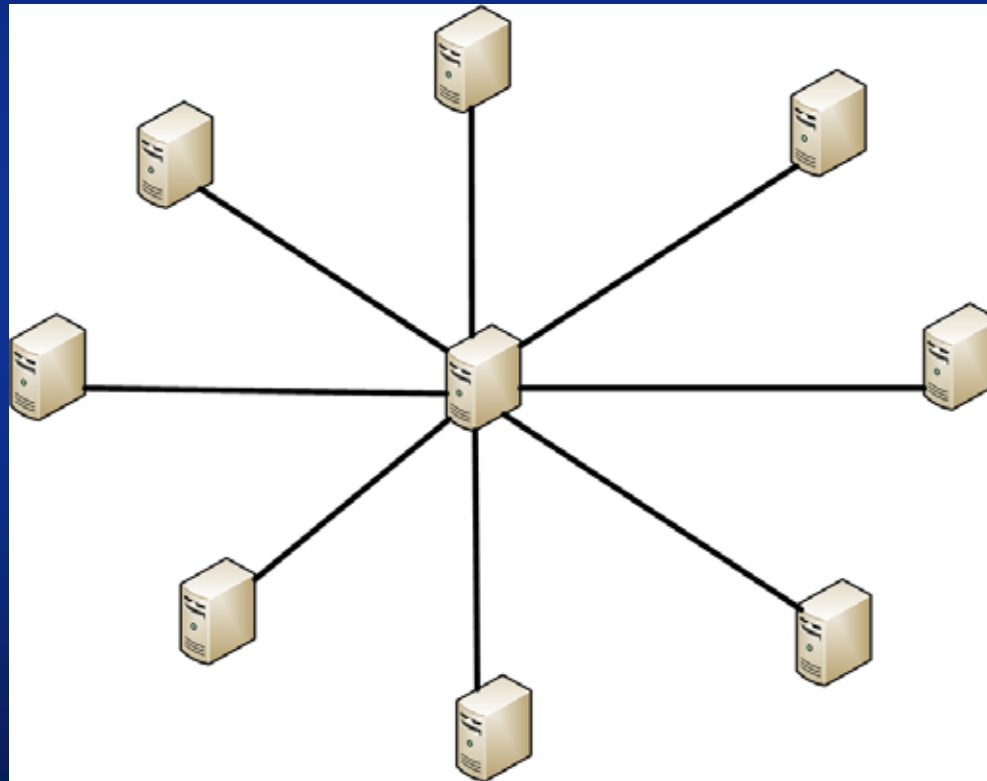
**Federation**  
**of Trusted**  
**Entities**



# Federated Security

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## Shibboleth Identity System



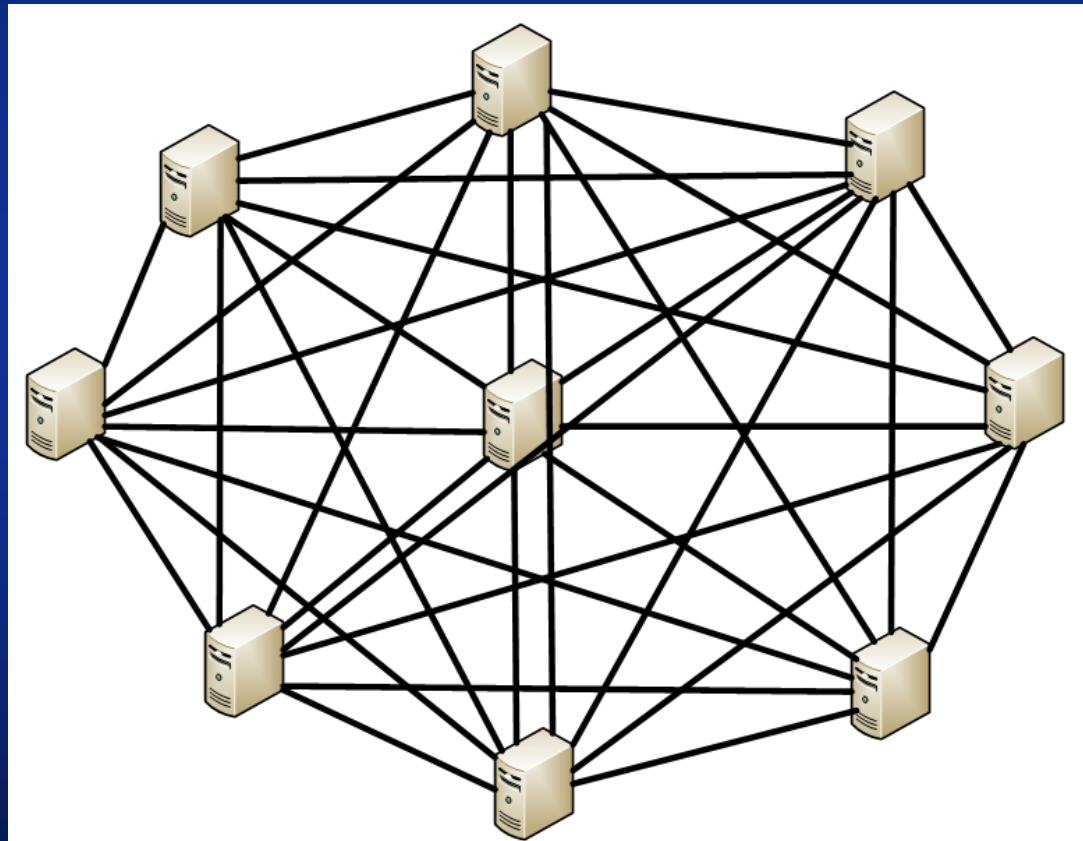
Handles Identity Requests from LDAPs



# Federated Security

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## Federated Identity Management System



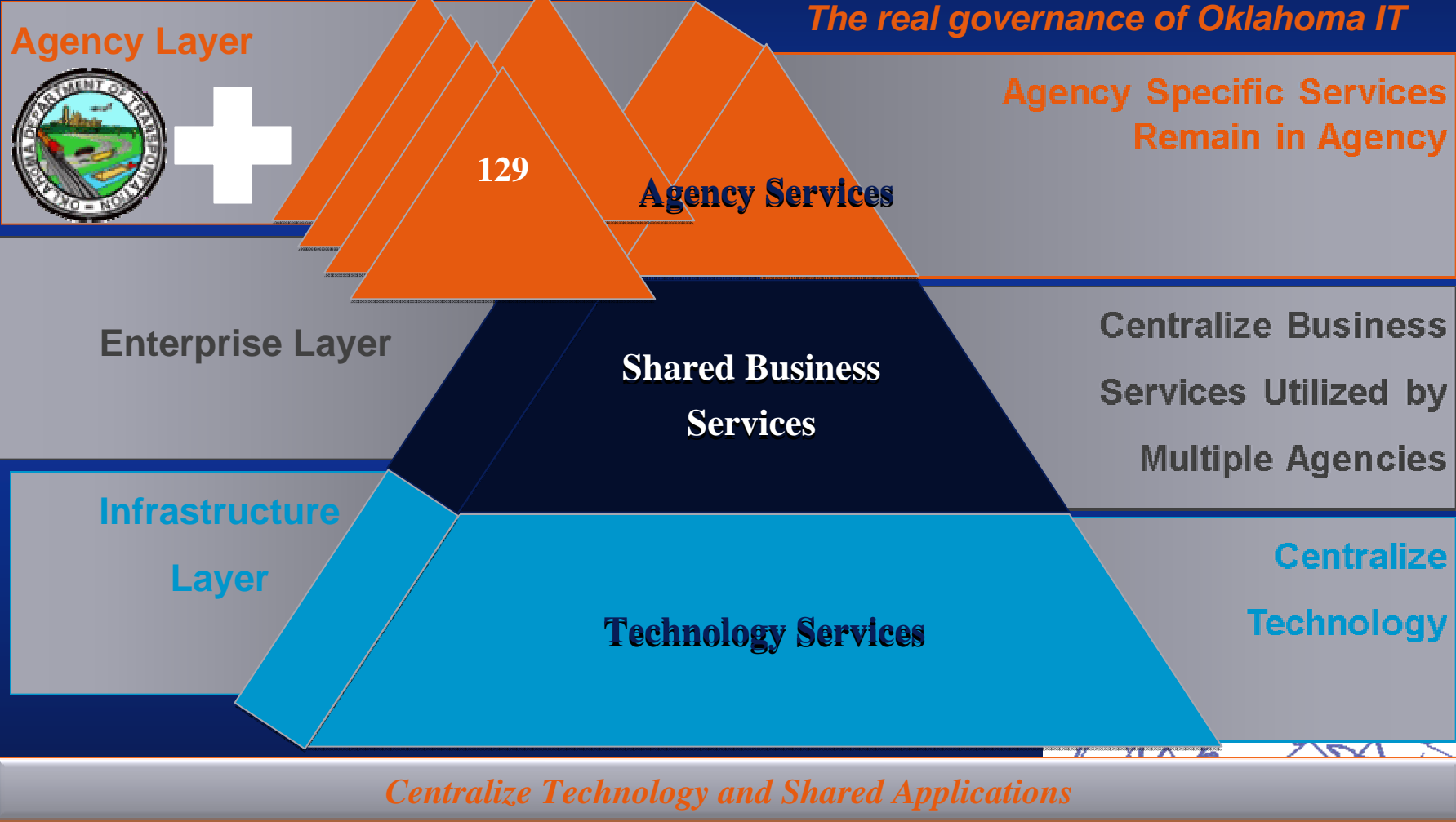
Works with Shibboleth to Form the Web of Trust







# Federated Governance

## Federated Model of The Enterprise



Why	Who	What	How
Resources Buy-In Strategy	Governance Council	Leadership <ul style="list-style-type: none"> <li>• Pioneer</li> <li>• Settler</li> </ul>	“Outside” Advisory Council <ul style="list-style-type: none"> <li>• 2 ISD CIO appointments</li> <li>• 3 External Business People</li> </ul> UN Model <ul style="list-style-type: none"> <li>• 5 large</li> <li>• 2 rotate</li> </ul>
How Well What Next	Business Council	 Management <ul style="list-style-type: none"> <li>• Delivery Partnership</li> </ul>	Partnership Committee
Performance Improvement	CIO Process Council	 Operations <ul style="list-style-type: none"> <li>• Metrics</li> <li>• Process</li> <li>• Technology</li> <li>• Infrastructure</li> <li>• Organization – shadow staff</li> <li>• People</li> </ul>	Working Groups and Communities

# What Will We Do Differently?

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- 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

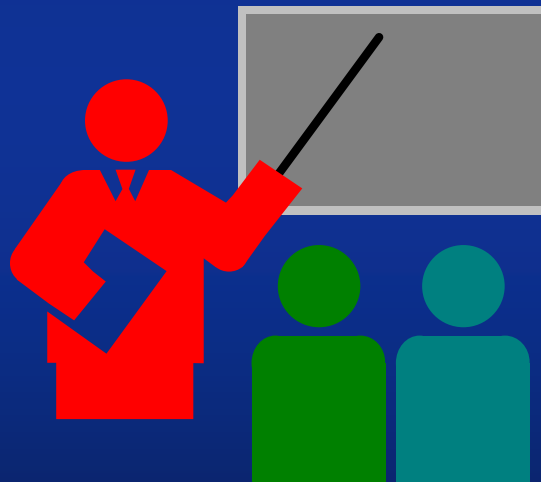
- ▶ The transformation and integration of relationships
  - How far are we willing to go?
- ▶ The act of discovery consists not in the finding of new lands but in seeing with new eyes - Marcel Proust



# Stump the CIO

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■ Questions?



■ Thank You!



# References

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