From Push to Pull: The Evolution of Service Delivery

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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 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!

- 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)

Reports
Budgeting
Accounting
Admin / Decision Support
Billing
Customer Service

Change Process
Change Training
Change Application
Implement
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 or CIO’s who need short term results, this methodology 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 greater 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?
  - Human factor challenges
  - Content delivery challenges

Cleveland, 1982 ; Taylor 1982
Enterprise Architecture

- What Good, for Which People, at What Cost?
- Does this really address the problems in GIS?
- Un-federated Architecture
<table>
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<th>What</th>
<th>How</th>
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<th>Who</th>
<th>When</th>
<th>Why</th>
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<td>Strategists interpreting the theorists</td>
<td>Resource Ideas</td>
<td>Behaviour Ideas</td>
<td>Identify the Scope Boundaries</td>
<td>define the Business Concepts</td>
<td>represent the System Logic</td>
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<td>Executive Leaders for the owners</td>
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<td>Architects as the designers</td>
<td>Resource Reality</td>
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<td>Engineers as the builders</td>
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<td>Technicians as the contractors</td>
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<td>Workers as the participants</td>
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<td>of Inventory Sets</td>
<td>of Process Functions</td>
<td>of Network Positioning</td>
<td>of People Organizations</td>
<td>of the Timing</td>
<td>of Motivation Reasons</td>
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**THINGS**

**ACTIONS**
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
Federated Governance

Federated Model of The Enterprise

The real governance of Oklahoma IT

Agency Layer

Enterprise Layer

Infrastructure Layer

Centralize Technology and Shared Applications

Agency Specific Services Remain in Agency

Centralize Business Services Utilized by Multiple Agencies

Centralize Technology
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<td>Resources Buy-In Strategy</td>
<td>Governance Council</td>
<td>Leadership</td>
<td>“Outside” Advisory Council</td>
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<td></td>
<td></td>
<td>• Pioneer</td>
<td>• 2 ISD CIO appointments</td>
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<td></td>
<td></td>
<td>• Settler</td>
<td>• 3 External Business People</td>
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<td>How Well</td>
<td>Business Council</td>
<td>Management</td>
<td>Partnership Committee</td>
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<td>What Next</td>
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<td>• Delivery Partnership</td>
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<td>Performance Improvement</td>
<td>CIO Process Council</td>
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<td>Working Groups and Communities</td>
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<td>• Technology</td>
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<td>• Infrastructure</td>
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<td>• Organization – shadow staff</td>
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<td>• People</td>
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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


