



# Combining IT Governance and Portfolio Management to Create a Results-Oriented Organization

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# The Chronic Problems In Government IT: What I Found When I Took Office

- **Paving Cowpaths:** Agencies automated management problems, instead of leveraging e-business to fix them
- **Redundant Buying:** Multiple agencies bought the same item, instead driving economies of scale or creating one-stop points of service
- **Program Management:** Few delivered on time, on budget
- **Poor Modernization Blueprints:** Few agencies had a business-driven enterprise architecture, a roadmap that showed what IT investments will be used to better improve performance
- **Islands of Automation:**
  - Citizens had to deal with multiple agencies (22,000 websites) to get service, instead of a single point of service website or call center
  - Agencies could not easily collaborate for key missions like Homeland Security
- **Poor Cyber Security:** IT security was seen as an IT or funding issue, instead of agency management issue

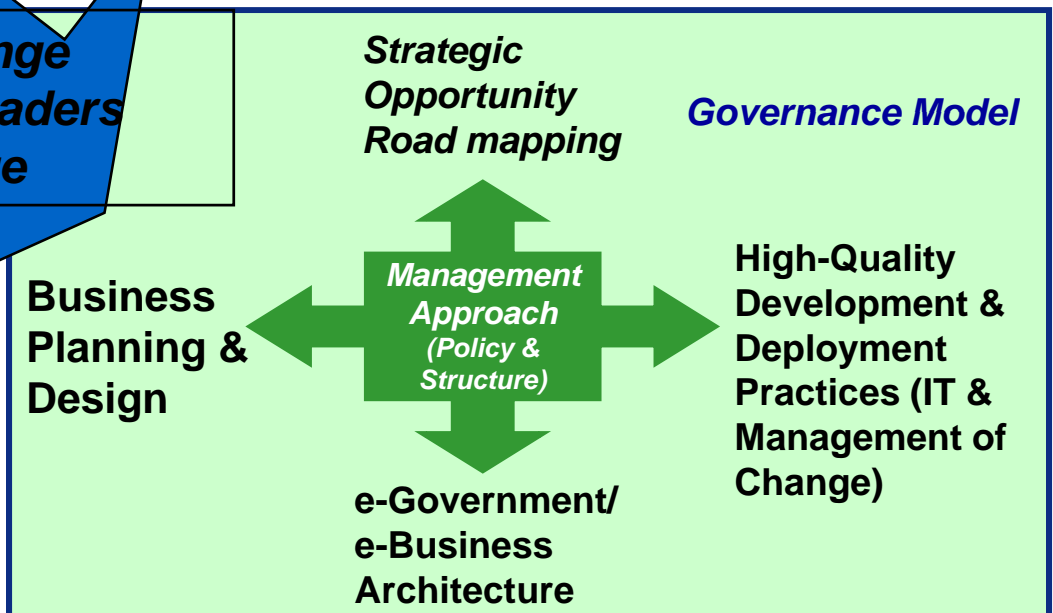
# IT Reform Is About Modernization: How Technology Is Used To Improve Government

- **Primary issue is how fast it takes government to respond**
  - To operate effectively and efficiently
  - To change with events,
  - Just like companies facing market pressures except people die when government moves too slowly
- **Return on Investment should rarely be monetary for government**
  - Reflect policy objectives
  - Exceptions: IRS, administration, erroneous payments, etc.

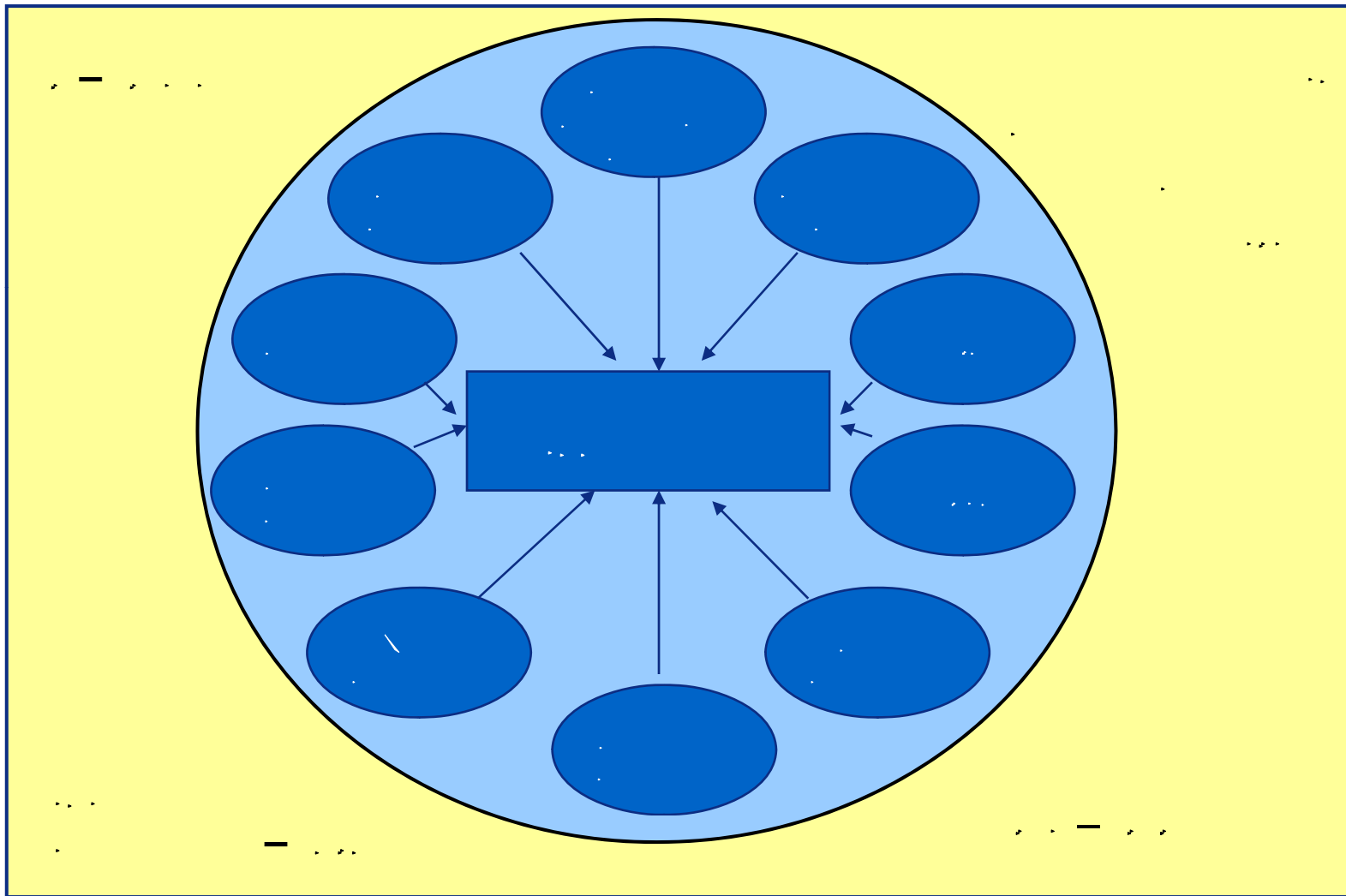
# When Does IT Matter?

**Leaders Realize  
that Policy Without  
Execution Is  
Ineffective**

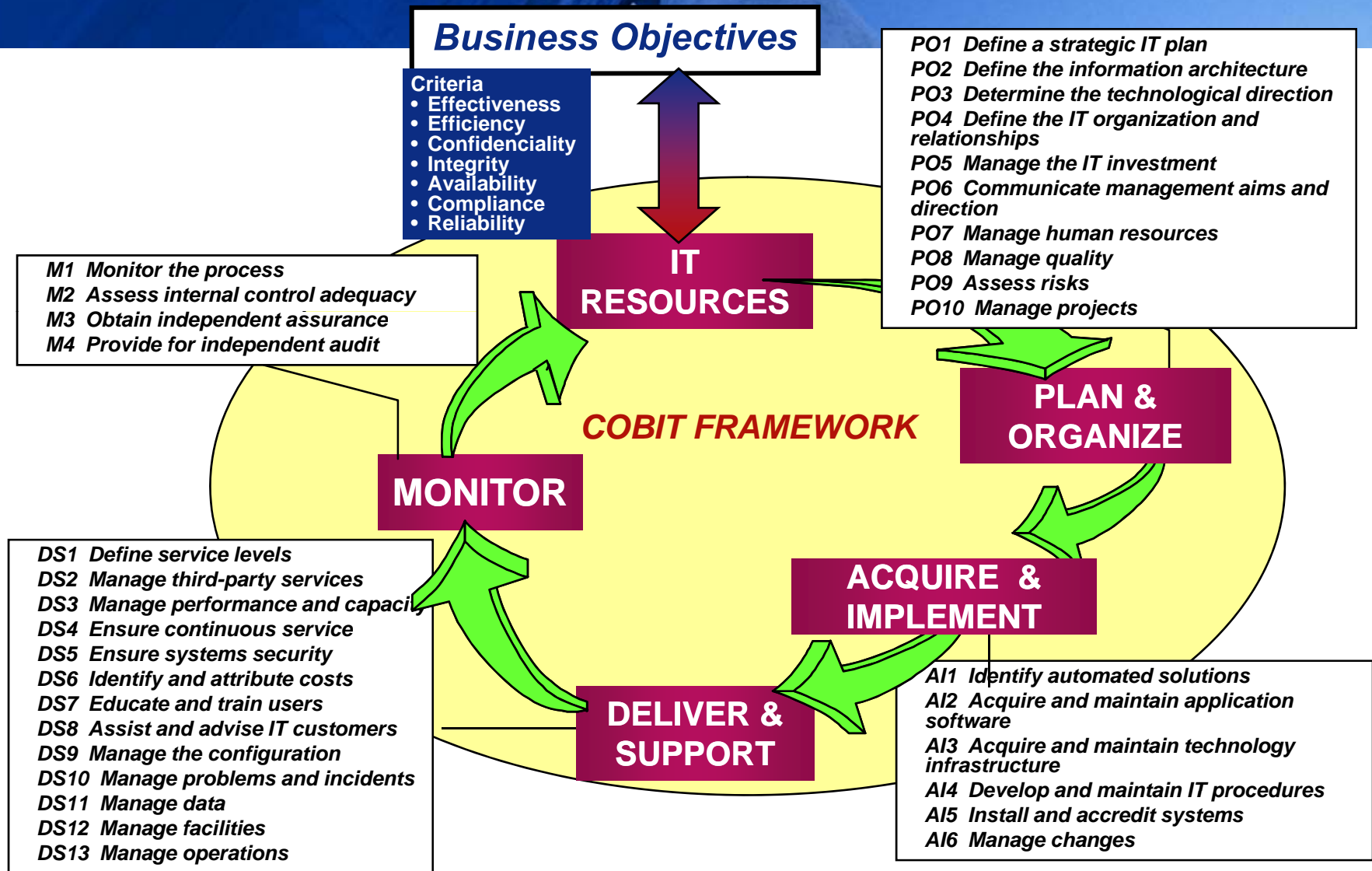
- **Compelling Need for Change**
- **Role of IT Recognized by Leaders**
- **Executives Steer Change**



# Governance Success Requires Tools

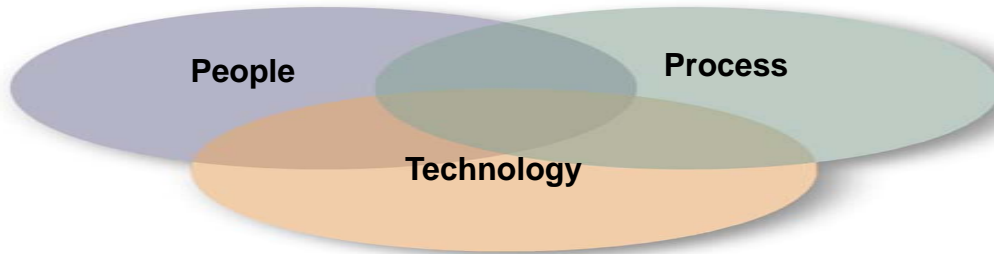


# Understanding CIO Functions and Processes: The Concepts Behind The Roadmap



# CIO Effectiveness and Ability To Manage Risks Are Linked To Ability To Perform Core Processes

## BUSINESS OBJECTIVES



**PLAN &  
ORGANIZE**

**ACQUIRE &  
IMPLEMENT**

**DELIVER &  
SUPPORT**

**MONITOR &  
EVALUATE**

**PROCESS  
MATURITY**

5. VALUE
4. SERVICE
- 3.
2. REACTIVE
1. CHAOTIC

**Effectiveness &  
Efficiency**

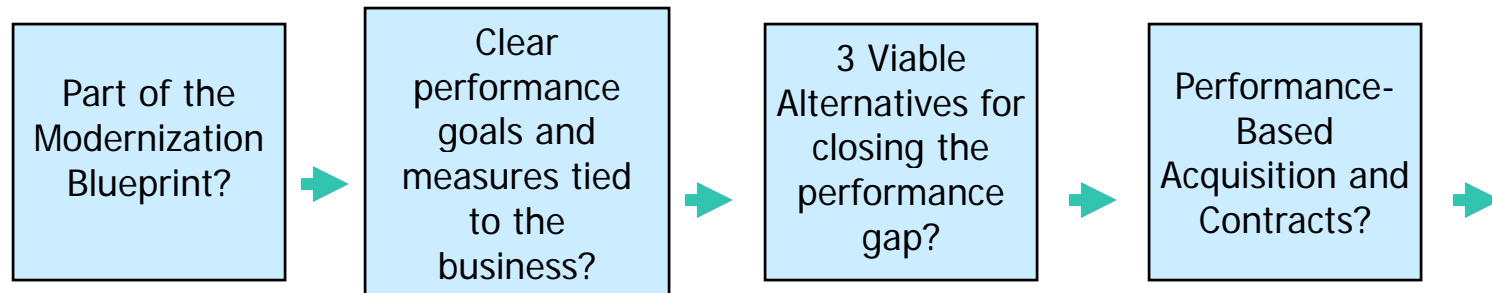
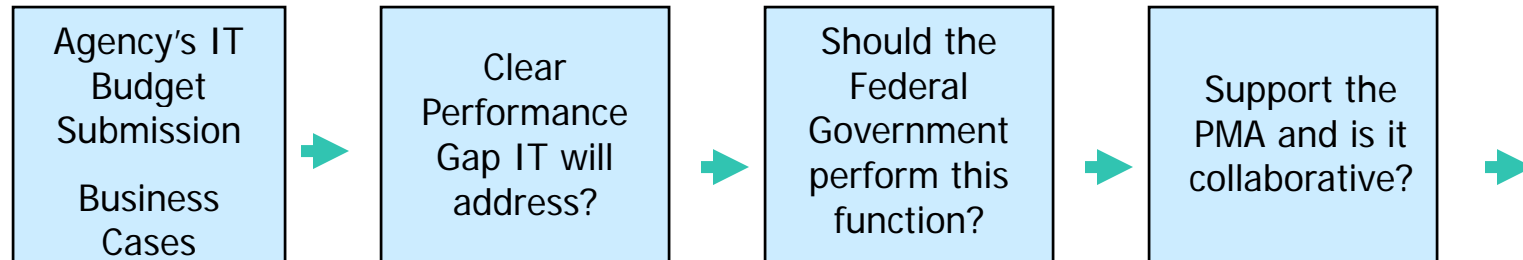
**Risk**



# Why Architecture Is Important: Speed in Leveraging IT Opportunities

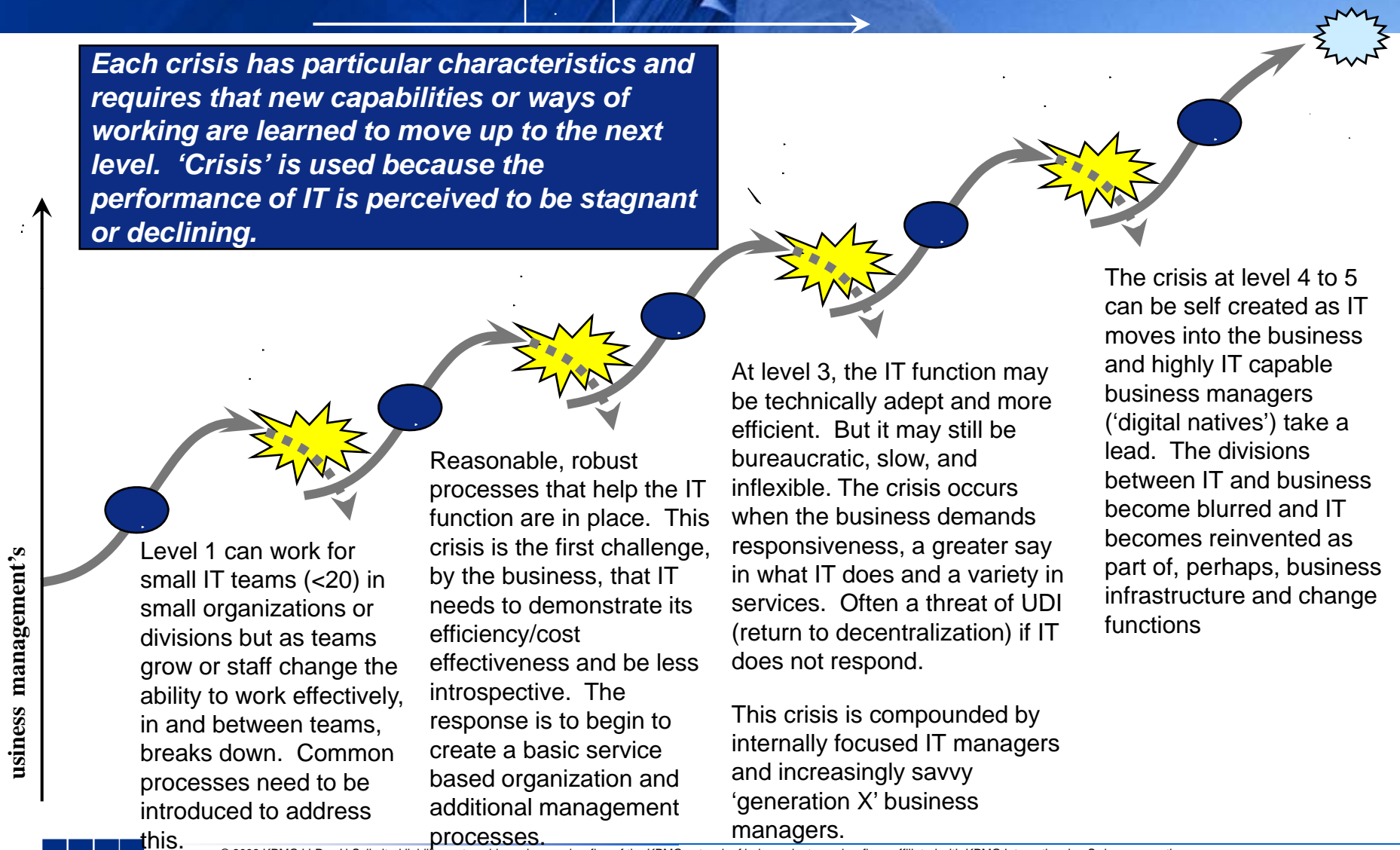
- **Only two ways to get better performance:**
  1. Add more resources
  2. leverage IT to improve productivity
- **Law of diminishing returns limits gain from adding \$, people.**
- **Significant gains require an architected approach:**
  - Process, Organization, and IT combined together in a manner delivers significantly better results.
- **SOA enables speed of deployment of transformed business processes.**

# Lesson Learned: Business Cases Drive Performance Improvement



# The Drive To Move Up The Maturity Curve Is Usually Driven By a 'Crisis' That Demands a Change To The Status Quo

*Each crisis has particular characteristics and requires that new capabilities or ways of working are learned to move up to the next level. 'Crisis' is used because the performance of IT is perceived to be stagnant or declining.*





**Thank You!**

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