



# Being a Change Agent: Leading IT Transformations

By:  
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Advisory Services, Public Sector



# What it takes to be a Change Agent

*Imagination*

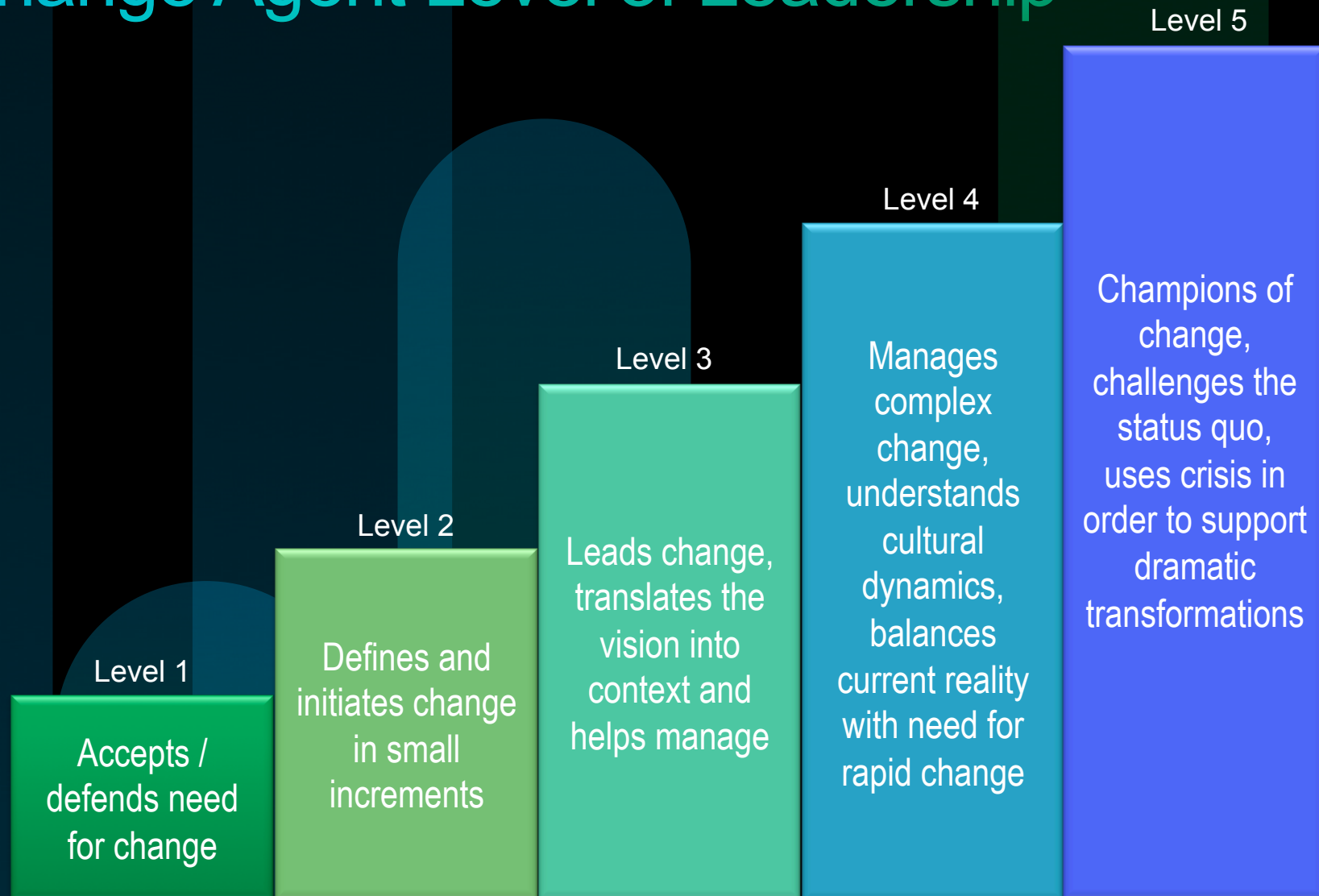
*Passion*

*Fortitude*

*Endurance*

*Courage*

# Change Agent Level of Leadership



Derived from Jim Canterucci and Dagmar Recklies, October 2001

# You Are Not Alone

The 2011 State CIO Survey  
OCTOBER 2011



TechAmerica  
WHERE THE FUTURE BEGINS  
The association of computer services providers and consultants



## A New C<sup>4</sup> Agenda

Perspectives and Trends from State Government IT Leaders



### State CIO goals ranked in order of mention by respondents

Item	Percent
Rationalizing/Centralizing IT services	67%
Controlling IT costs	55%
Improving IT governance and portfolio management	53%
Addressing healthcare information needs	33%
Protecting consumer/taxpayer data privacy	29%
Articulating IT value	25%
Introducing new technology	16%

[www.nascio.org/publications](http://www.nascio.org/publications)

# Barriers to Effectiveness

## Barriers to effectiveness ranked in order of mention by respondents

Item	Percent
Inadequate budgets	71%
Agency resistance to change	67%
Conflicting priorities among state programs	55%
Lack of time for strategic thinking and planning	20%
Aligning IT goals with state strategic goals	16%
Lack of support	12%
New federal or externally directed initiatives	12%
Disconnects with executive peers	10%
Overwhelming pace of technology change	10%

A New C4 Agenda, NASCIO, TechAmerica, Grant Thornton, October 2011

# Status of Consolidations Across the Country

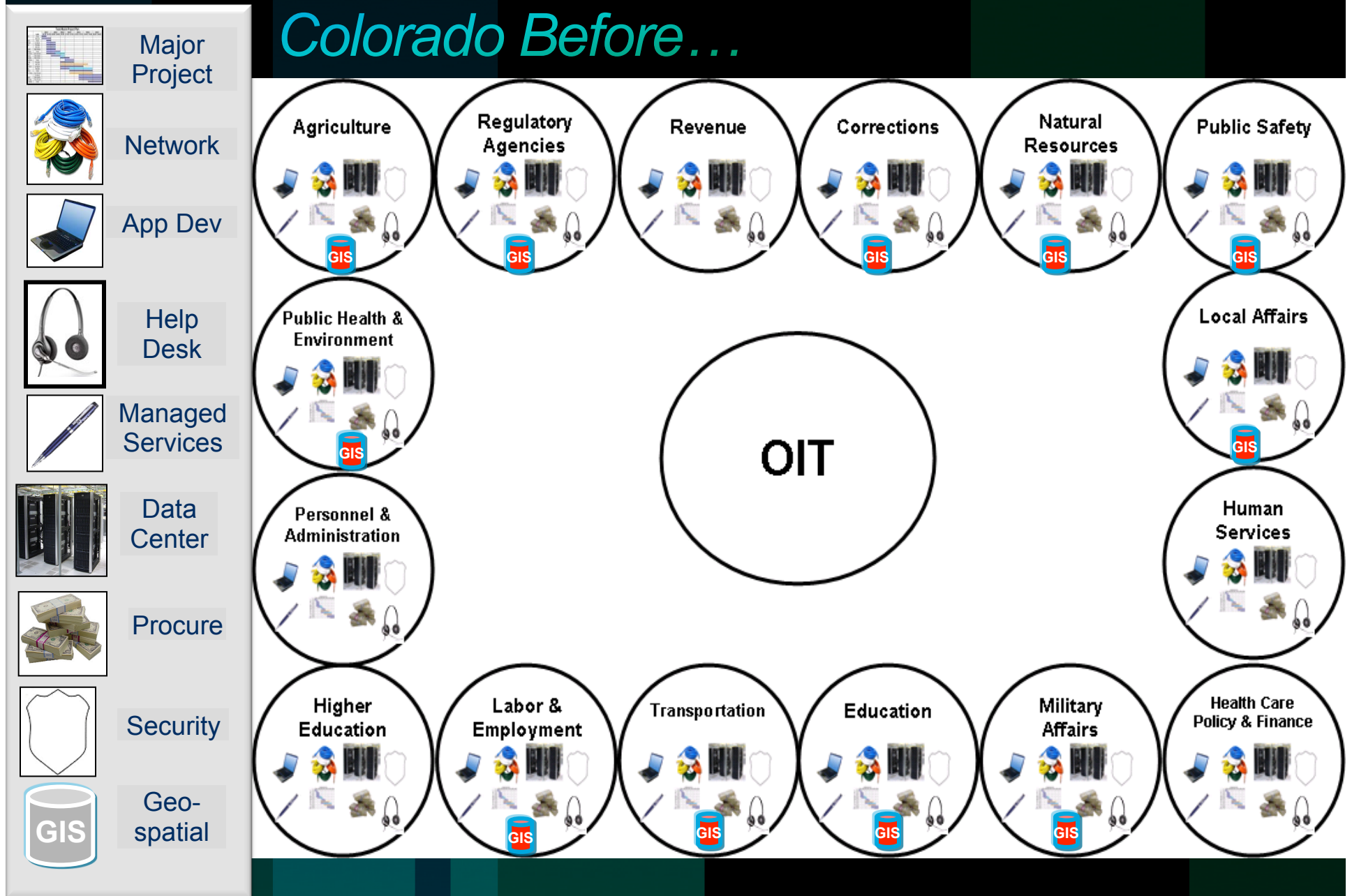
## State CIO's report on the status of consolidation initiatives

Service	Percent			
	Considering	Completed	Ongoing	Planned
1. Telecom	98%	65%	27%	8%
2. Email	98%	38%	42%	20%
3. Data Centers	98%	32%	48%	20%
4. Security	94%	43%	35%	22%
5. Backups/Disaster Recovery	92%	29%	54%	17%
6. Servers	91%	21%	58%	21%
7. Storage	90%	26%	46%	28%
8. Content Management	78%	25%	43%	33%
9. Desktop Support	73%	26%	37%	37%
10. Business Applications	71%	8%	57%	35%
11. Staff	69%	23%	34%	43%
12. Imaging	69%	17%	26%	57%

A New C4 Agenda, NASCIO, TechAmerica, Grant Thornton, October 2011



# Colorado Before...








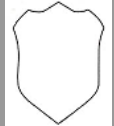



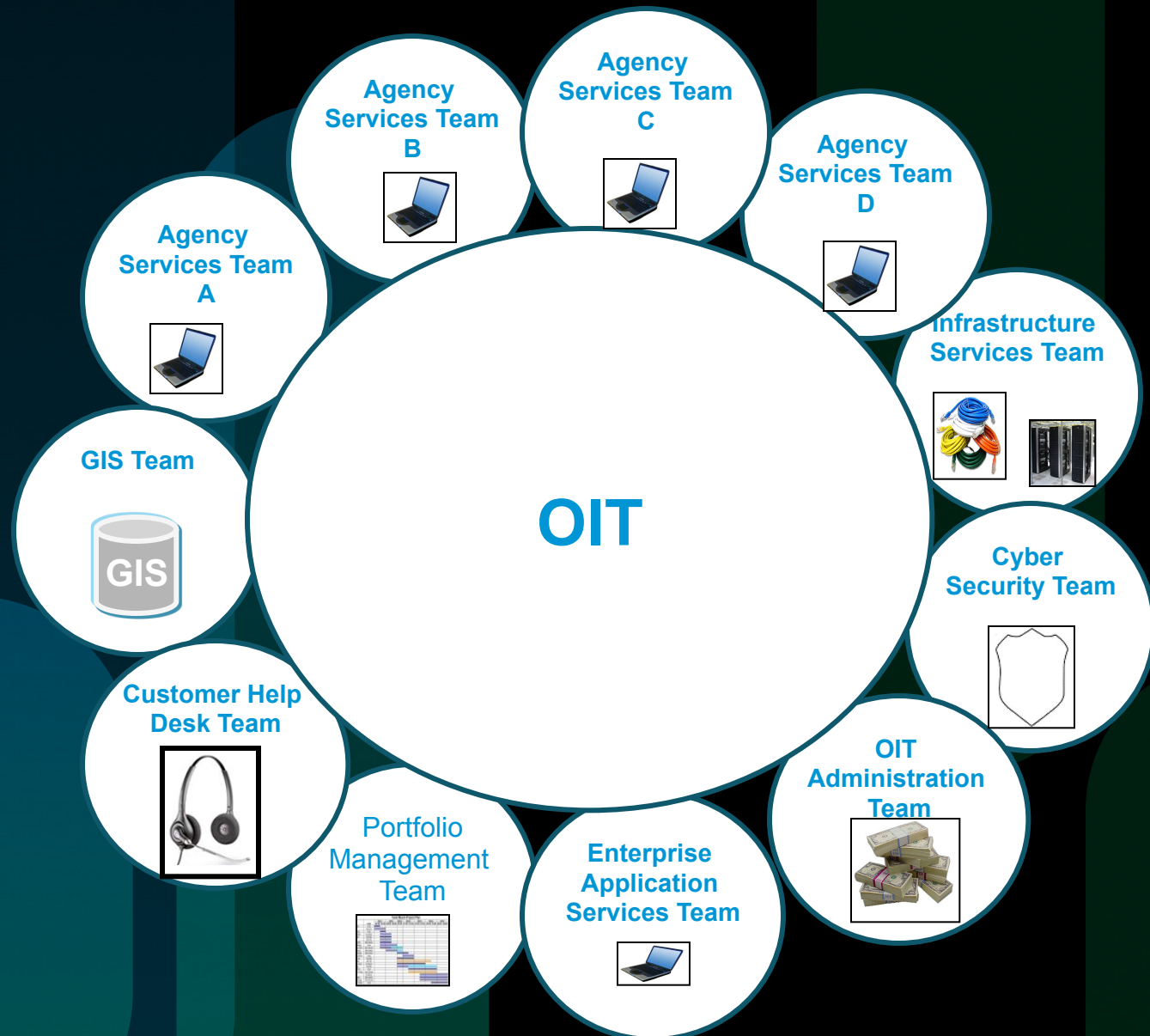
# Colorado Consolidation Legislation

- Consolidation Legislation Passed in 2008 with a 192 to 1 vote
- Created the Office of Information Technology
- State CIO became a member of the Governor's Cabinet
- "Net Neutral" requirement meant that no new funds could be used for consolidation purposes
- "Revolving Fund" allowed OIT to harvest savings gained from consolidating and reinvest them in IT projects
- Single Chain of Command for all IT employees
  - ~1,200 FTE at start
  - Recession caused a 12% reduction in force

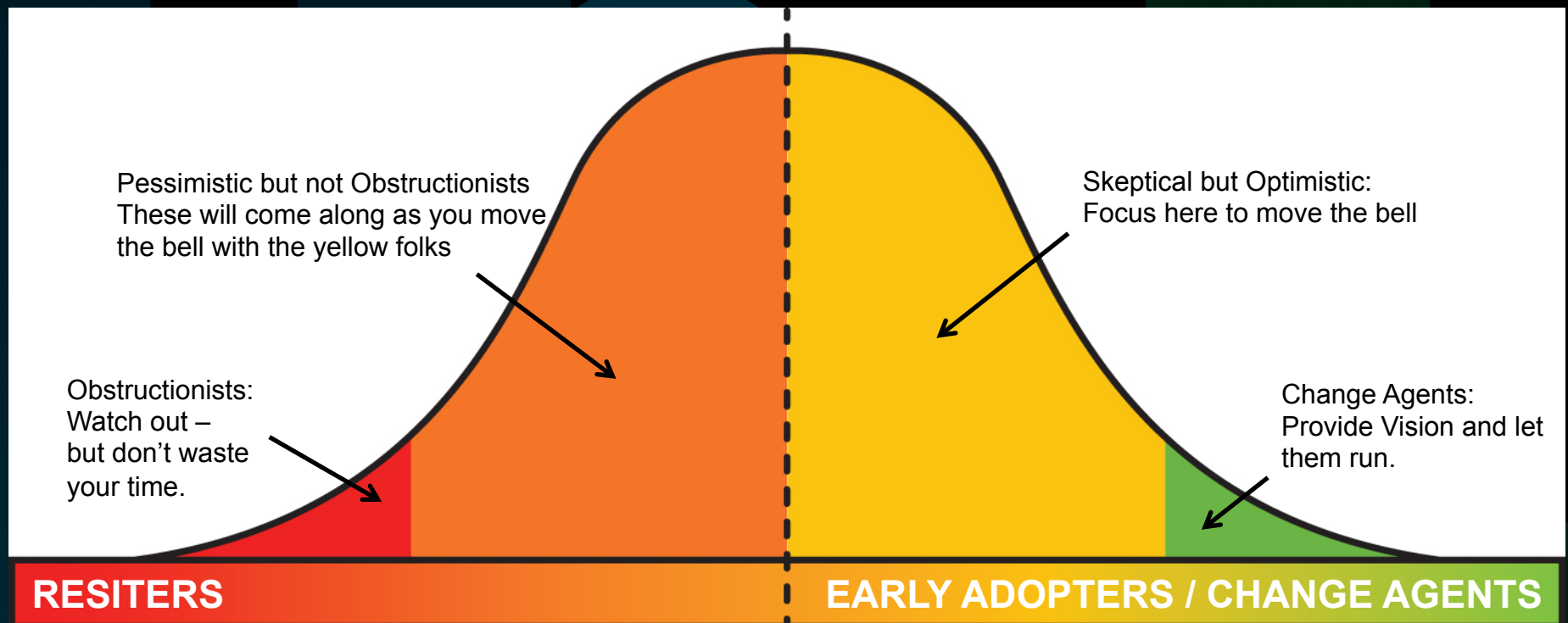


# Colorado After...

	Major Project
	Network
	App Dev
	Help Desk
	Managed Services
	Data Center
	Procure
	Security
	Geo-spatial



# Anatomy of Change



## Assessing the Cultural Landscape During Transitions

# People are the key to change

Alliances with Key Department Executives/Cabinet Members

Make the effort to understand their business - CARE

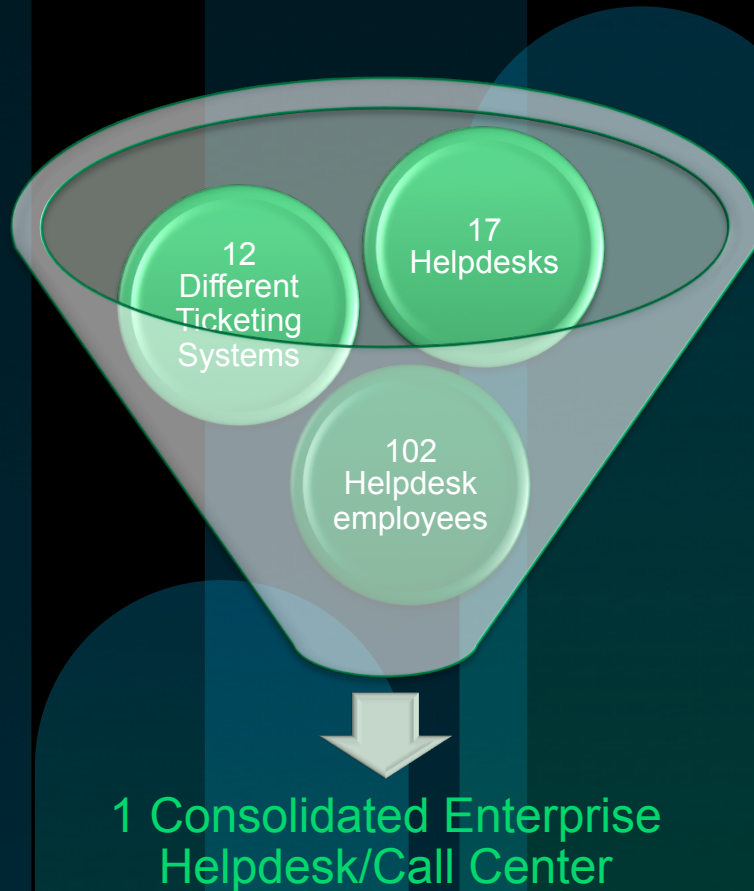


Aristides Zavaras,  
Executive Director  
Department of Corrections



*Women's Correctional Facility Canon City, CO – IT Helpdesk*

# Communication is Critical



England and America are two countries separated by a common language.

**George Bernard Shaw**

*Irish dramatist & socialist (1856 - 1950)*



# Dealing With Uncertainty

Shifting Political winds  
Conflicting demands  
Rapid fire decision making  
Crisis Management

## Decision Making Core Values

Take time to gather data

Include / Delegate whenever possible

Remain highly ethical

Make decisions

Do not avoid conflict



# Lessons Learned

Human Resources

Procurement

Marketing



# What is the next BIG Change?

**Rising  
Expectations**



**Velocity of  
Technology**



**Innovation  
Everywhere**



**Financial  
Constraints**



## *Shared Services*

**Drivers Requiring Government  
to do Business Differently**

# Federal IT Shared Services Strategy



Steven VanRoekel,  
U.S. Chief Information Officer

Components of the strategy document:

1. Implement a Shared First Plan
2. Assess & Benchmark Existing Lines of Business
3. Develop Roadmaps for Modernization & Improvement of Existing Services

Draft for Discussion  
Subject to Revision

**FEDERAL INFORMATION  
TECHNOLOGY SHARED  
SERVICES STRATEGY**  
*“Shared First”*

December 8, 2011



# Shared Services – Potential Candidates

## Business Services

- Payroll
- Compensation
- Benefits administration
- Training
- Travel
- Policies and Procedures
- Finance
- Insurance
- Facilities Management
- Fleet Management

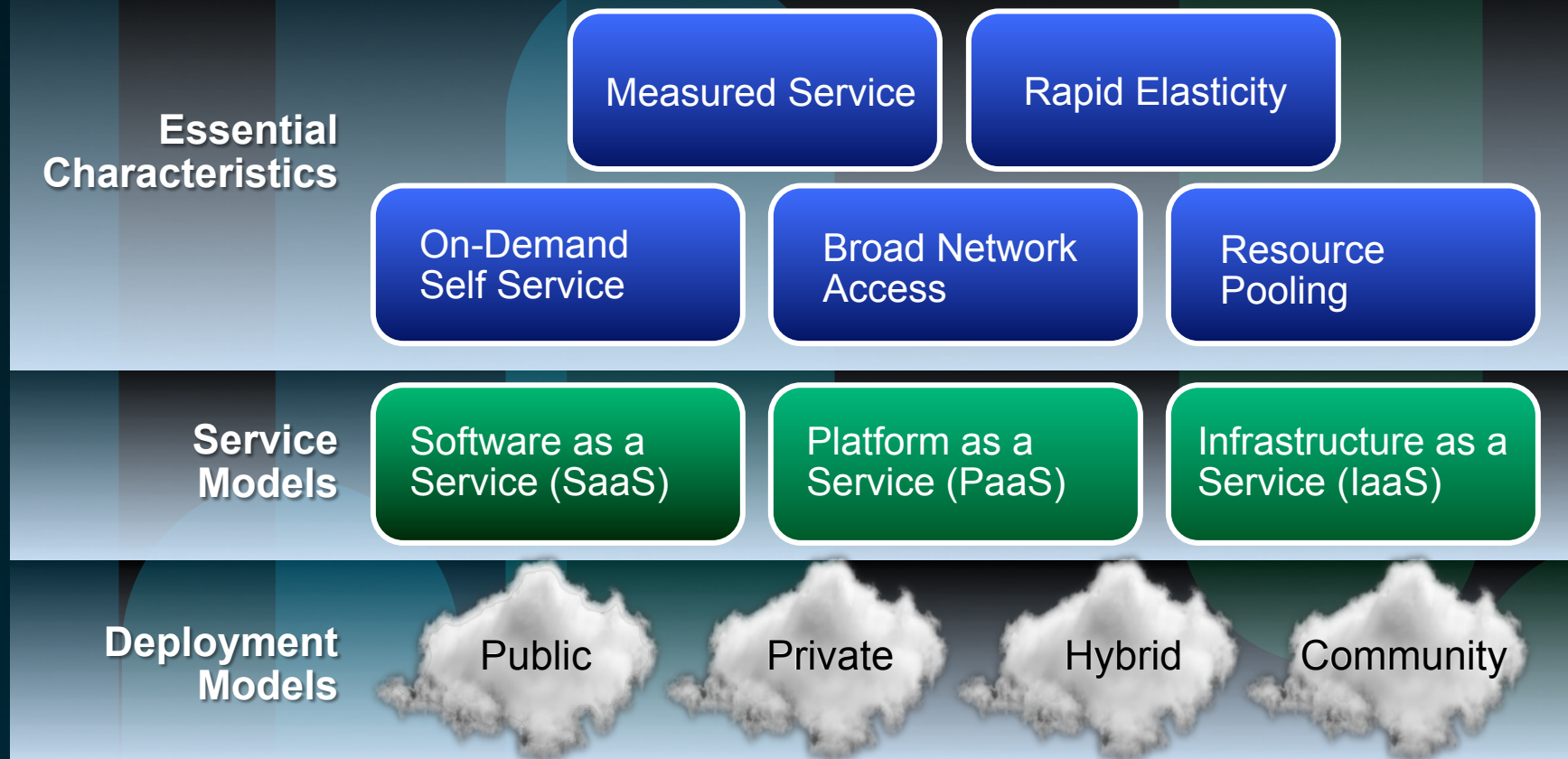
## Technology Services

- Desktop support
- Email/Office Productivity
- Imaging
- Web Content Management
- Document Management
- Disaster Recovery
- Data Storage
- Server/Compute Power
- Data Center Operations
- Call Center Operations
- Networks (LAN/WAN)
- Voice/Video Communications
- Inventory/Lifecycle Management
- Procurement
- Business Analytics

# Utility Computing – a Consumer Model

Service	Payment Model
Water	Metered usage
Electricity	Metered usage
Natural Gas	Metered usage
Phone Landline	Monthly subscription for local, metered usage for long distance
Phone Cellular	Subscription with usage limits or unlimited access
Cable/Dish TV	Bundled subscription packages comes with equipment, pay-per-view or on-demand are extras
Internet Access	Subscription for always-on services bundled with equipment, optional premium services
Data Storage	Metered usage, pay-as-you-go
Server (compute Power)	Metered usage, pay-as-you-go
Call Center Services	Subscription with leased equipment, video conferencing is extra

# Cloud Enabling Shared Services



*NIST Visual representation of Cloud Definitions*

<http://www.csrc.nist.gov/groups/SNS/cloud-computing/index.html>



# Complex Transitions In Government Are Not New



Since President George Washington first relinquished the presidency to incoming President John Adams in 1797, peaceful and orderly transitions in government have symbolized both continuity and change.

*How do we pull this off every 4-8 years?...*





Thank you.

