

Green Belt Six Sigma Project Report Out

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INVESTMENT MANAGEMENT CYCLE IT GOVERNANCE PROCESS

OHIO DEPARTMENT OF JOB & FAMILY SERVICES
OFFICE OF INFORMATION SERVICES

BACKGROUND - SCOPE

The ODJFS Office of Information Services (OIS) provides services to sixteen major lines of business that provide services to help Ohio's neediest citizens become self sufficient. With steadily declining staffing levels, and increasing workloads, ODJFS needed to revamp its IT governance process in order to meet customer needs.

Scope:

First Step: An Idea is proposed by anyone in ODJFS

Last Step: The Idea is approved to become a project

PROJECT GOALS

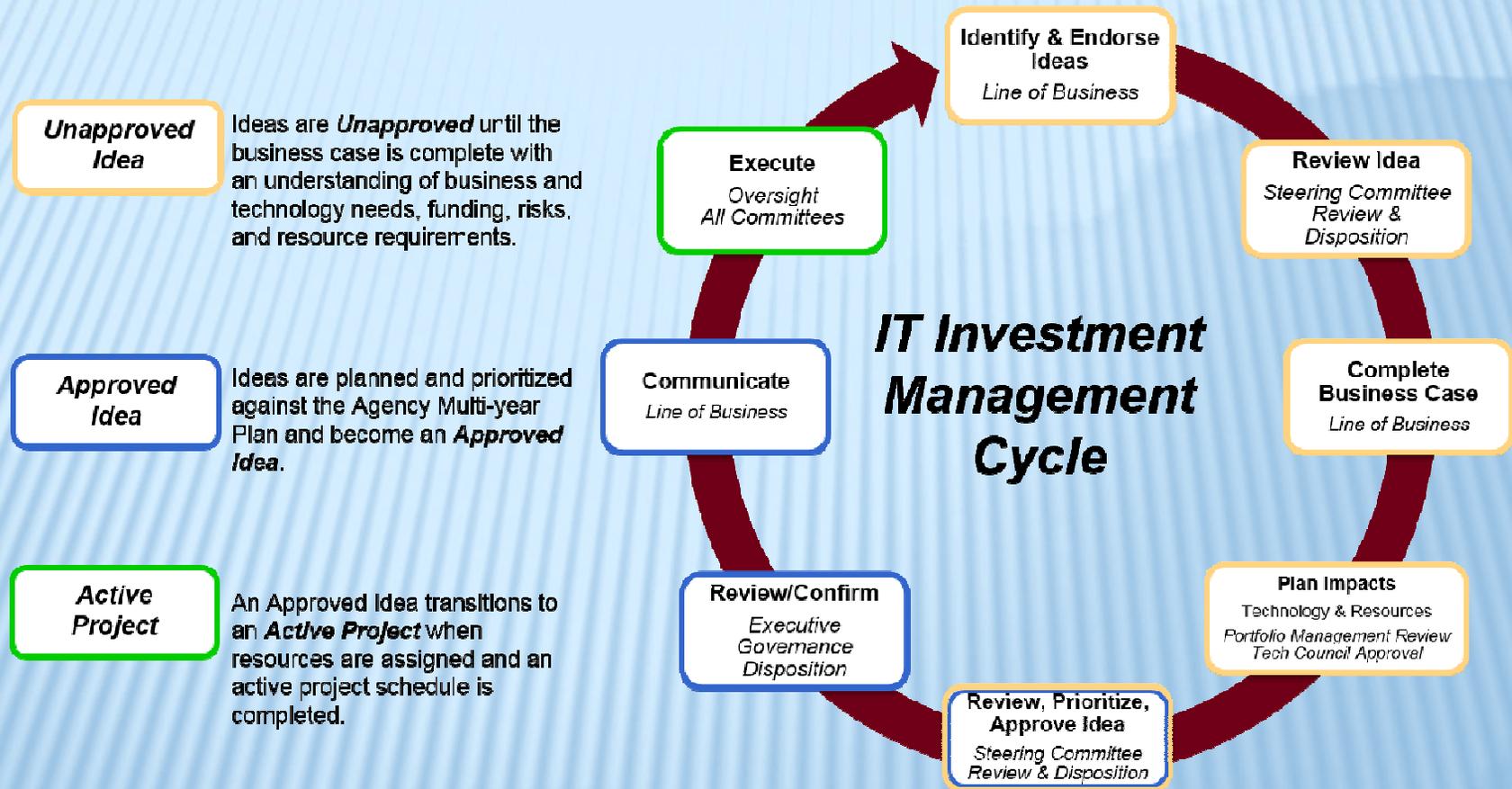
Goal

- To put in place a Governance and Investment Management Life Cycle process where Program Area business needs are met and transparency in IT spend is available.

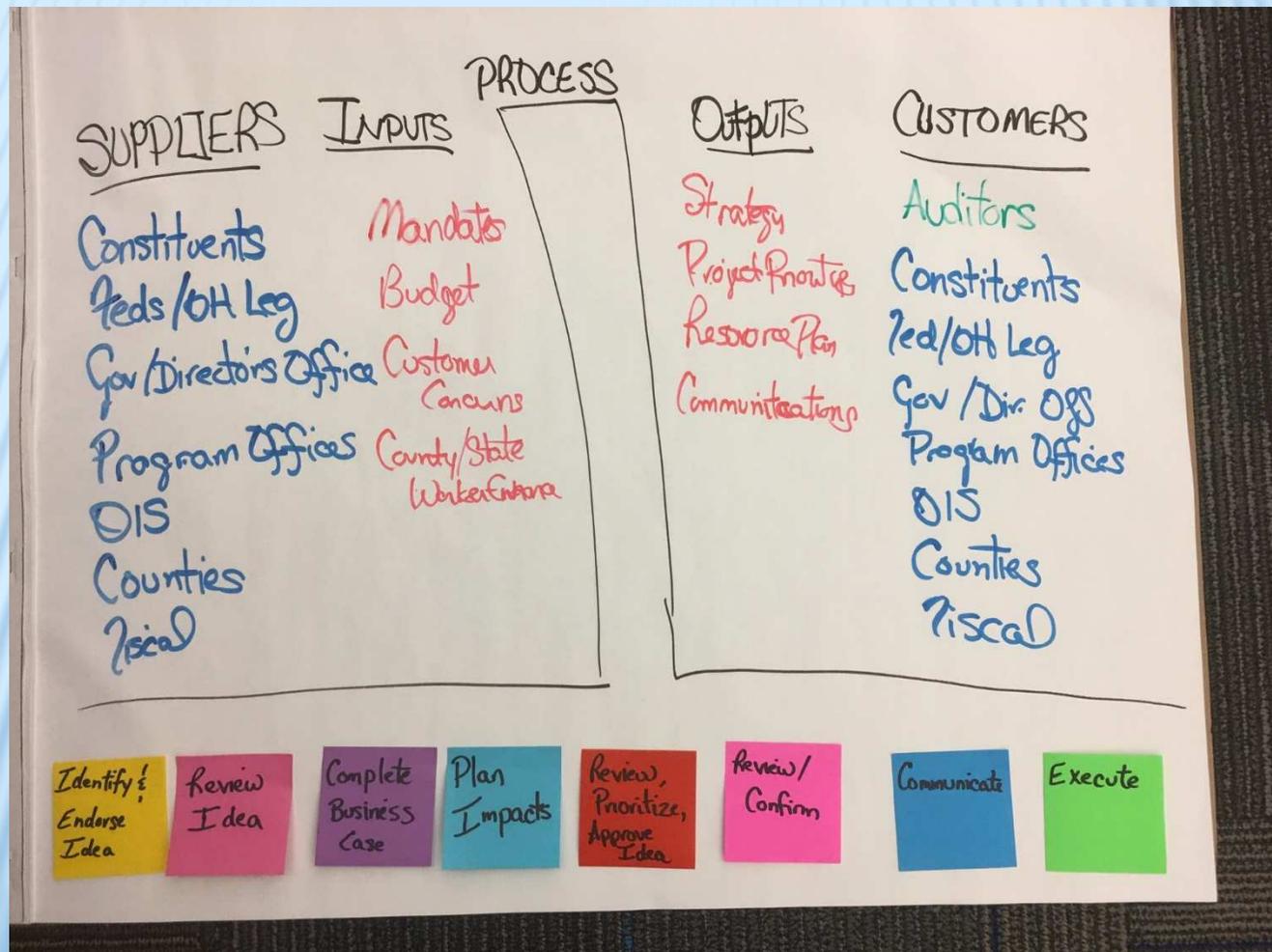
Objectives

- Create Governing Committees to prioritize and oversee IT priorities and the Multi-year Plan.
- Create an Investment Management Life Cycle process that facilitates project prioritization and the management of the Multi-year Plan.

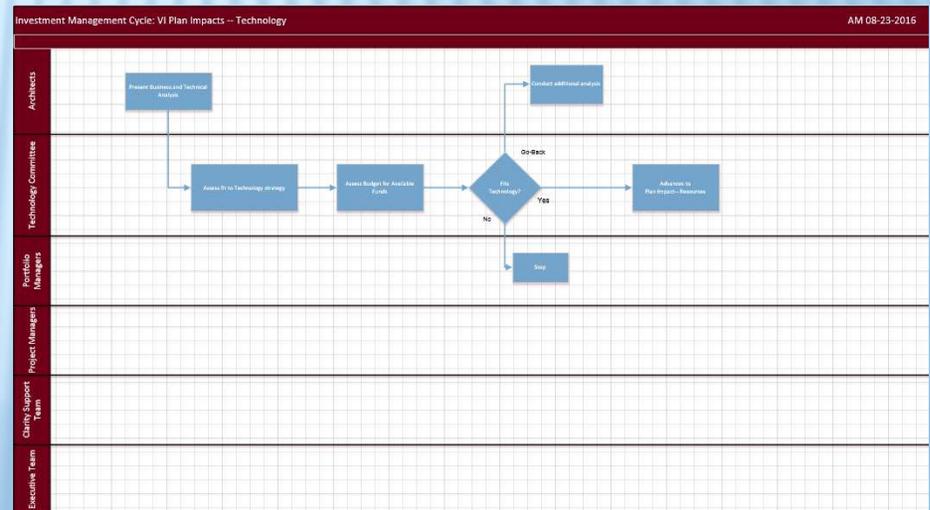
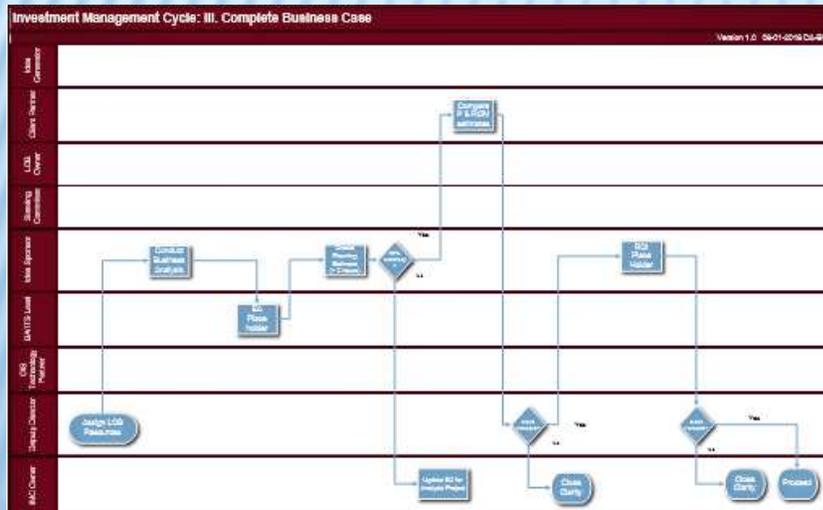
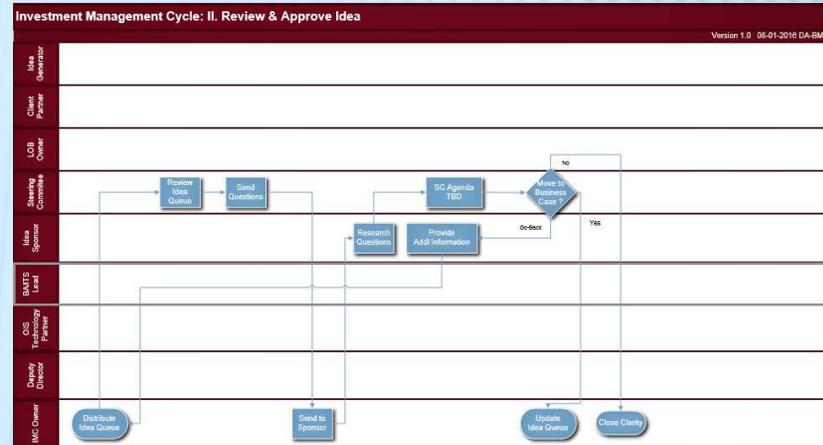
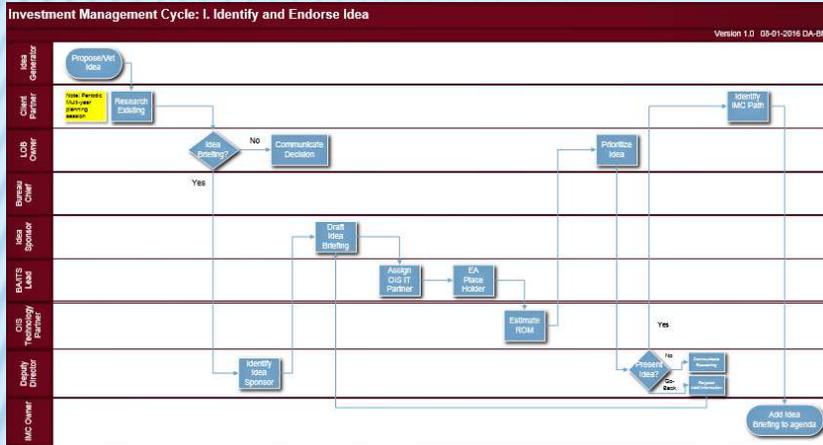
PROCESS MAP - COBIT 5



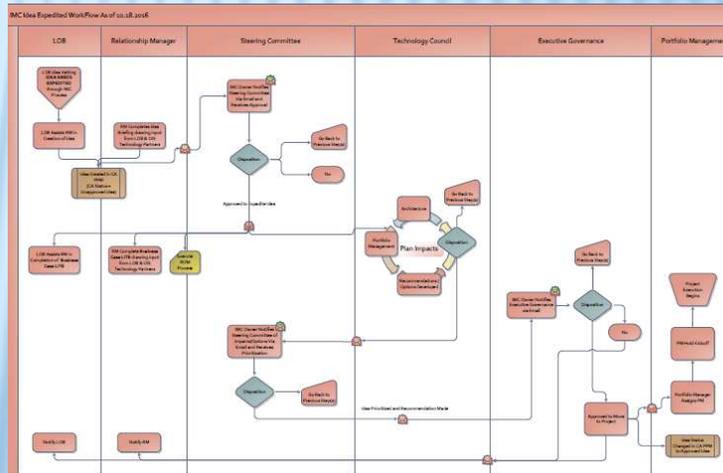
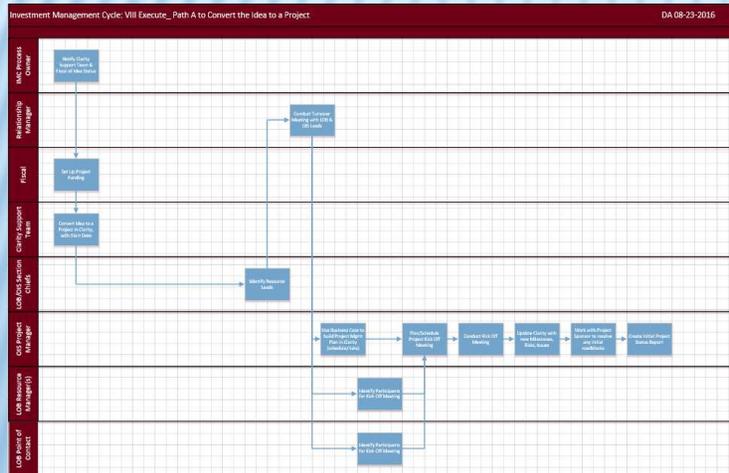
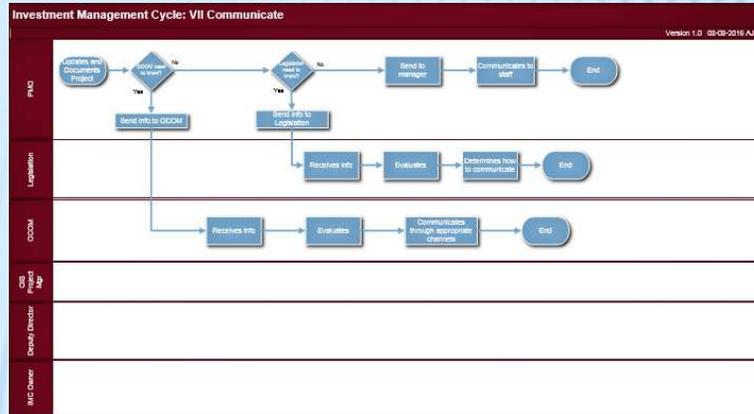
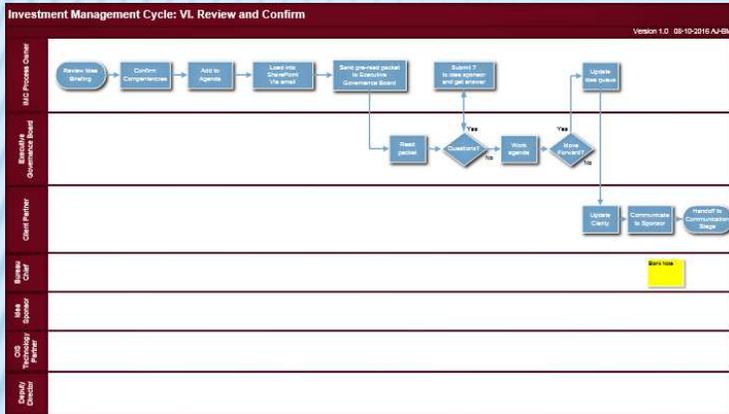
SIPOC



BUSINESS PROCESS MAPS



BUSINESS PROCESS MAPS



INVESTMENT MANAGEMENT CYCLE TEAM

Team Members

- Dan Shook, Deputy Director
- Julie McKay, Project Manager
- Kevin Bullock, Section Chief
- Marcia Macon Bruce, Deputy Director
- Michelle Albast, Bureau Chief
- Michelle Masters-Haines, Supervisor
- Wanda Ellis, Bureau Chief
- Jay Waugh, OIS Section Chief, Software Engineering
- John Skinner, OIS Portfolio Manager
- Maureen Ahern-Wantz, OIS Relationship Manager
- Pat Miller, OIS Section Chief, Services & Support
- Ross Schifano, OIS System Test Supervisor
- Tim Constantine, OIS Project Manager
- Tony Guzman, OIS Relationship Manager
- Venu Pallerla, OIS ADD

Process Owner

Herschel Elkins
OIS Portfolio Manager

Contractor

Darlene Wells

Facilitator

Doncella Alexander

Partners

Amy Smith
Anita Jennings
Bill Minckler
Paul Glock
Vivian Rice

BRAINSTORMING SESSIONS

The collage features several documents:

- Calendar:** A calendar for the month of November, showing dates from 9:00 am to 11:45 am.
- IMC Process Flow Diagram:** A circular diagram titled "INVESTMENT MANAGEMENT CYCLE (IMC)" with five steps: 1. Identify & Endorse Idea, 2. Develop Business Case, 3. Prioritize, 4. Implement, and 5. Monitor & Evaluate. It also includes a "Responsible Entity" section listing the Ohio Department of Public Safety, Ohio Department of Transportation, and Ohio Department of Public Safety.
- IMC Training Slide:** A slide titled "INVESTMENT MANAGEMENT CYCLE TRAINING" with "Tier Definitions" for four tiers:
 - Tier 1 - "Keep the Lights On":** Operation of Existing Systems - All ODPS-wide maintenance & support including DAS/OT changes. Example - Maintenance related to software or hardware contracts, production support.
 - Tier 2 - "Replace the Light Bulbs BEFORE they burn out":** Upgrades of Existing Systems/Equipment - All IT upgrades for existing systems & equipment including DAS/OT changes. Example - Upgrades related to infrastructure, contract support to perform the upgrade, new software licensing related to upgrading existing systems.
 - Tier 3 - "Replace the Incandescent Light Bulbs with LED":** Enhancement of Existing Enterprise and Program Specific Systems - Requests for IT expenditures related to development of existing systems. Example - Contractor support, enhancements to existing systems.
 - Tier 4 - "Let's get New Light Features":** New Projects - New IT expenditures related to new projects or systems. Example - A new contract with a vendor to develop a new system, In-house development of a brand new system.
- Meeting Agenda:** A document titled "INVESTMENT MANAGEMENT CYCLE PROCESS GUIDE" with a "Workflow" section listing five steps: Step 01: Formulate Idea & Briefing, Step 02: Submit Idea, Step 03: Update Idea Briefing, Step 04: Prioritize Idea within LOD, and Step 05: Prepare Idea Packet.

IMPLEMENTATION

COMMUNICATE & TRAIN

AUTOMATION & OTHER TOOLS

DATA DRIVEN MANAGEMENT

Ohio Department of Job and Family Services

Investment Management Cycle Communication Plan

Role/Process	Topic	Format	Frequency	Owner
Office of Communications	OSDS	IMC 100 Off Video/Tools	One Time, IMC Training	Performance Center
Office of Communications	OSDS	IMC 100 Off & Progress	OSDS Comm Beginning	Performance Center
IMC Process Owner	OSDS	IMC 100 Off	OSDS Comm	IMC Process Owner
IMC Process Owner	OS 10000	APSD/ OS 10000	APSD/ OS 10000	IMC Process Owner
IMC Process Owner	OS 10000	OS 10000	OS 10000	IMC Process Owner
Performance Center	OS 10000	OS 10000	OS 10000	IMC Process Owner
IMC Process Owner	OS 10000	OS 10000	OS 10000	IMC Process Owner
OSDS Support Directors	OSDS	OSDS	OSDS	IMC Process Owner
OSDS Support Directors	OSDS	OSDS	OSDS	IMC Process Owner

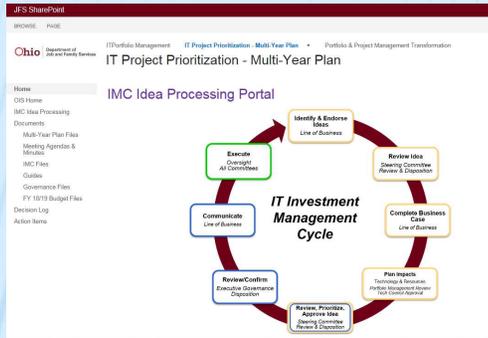
Ohio Department of Job and Family Services

INVESTMENT MANAGEMENT CYCLE TRAINING
Line of Business Owners & Relationship Managers
August 17, 2016, 1:30 to 3:30 pm, 4020 - M152

AGENDA

START	END	Topic	Lead
1:30	1:40 pm	Welcome & Agenda Overview	Herschel
1:40	1:55 pm	Investment Management Cycle (IMC) Overview	Herschel
1:55	2:05 pm	IMC Process Guide Overview	Herschel
2:05	2:15 pm	Roles & Accountability	Trainers
2:15	3:05 pm	IMC Template Training	Trainers
3:05	3:30 pm	Wrap Up	Herschel

Handouts
Agenda
Templates, with examples
Process Maps
Roles Summary



Ohio Department of Job and Family Services

Investment Management Cycle - Idea Processing

Welcome to Investment Management Cycle - Idea Processing

Work Queue: In Progress History

Name	CA PFM Idea #	Originator	Relationship Manager	Office	Request Date	Tier	State	Desc
OSIS Service Management Enhancements and Upgrade		WEBER, JOHN	TURNALL, KAREN	Information Services	11/23/2016	2	Saved	
CLIC OUI - Invt on CSRS/Enhance separation info issue during application	IDEAS12		AHERN-WANTZ, MAUREEN		11/09/2016	3	Saved	

Overall Under Allocation by Resource

Resource	Primary Role	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
OSIS Manager		-6.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSIS Manager		12.16	14.72	14.40	15.84	15.84	142.40	163.76	142.40
OSIS Manager		39.25	47.51	41.31	45.44	45.44	42.91	49.35	42.91
OSIS Manager		21.28	25.76	22.40	24.64	24.64	46.40	53.36	46.40
OSIS Manager		0.00	0.00	0.00	0.00	0.00	22.40	71.76	62.40
OSIS Manager		1.52	1.84	1.60	1.76	1.76	1.60	1.84	1.60
Total		67.41	89.83	79.71	87.68	87.68	226.71	340.07	296.71

Contact Office	Lrg	Sm	Grand Total
CHILD SUPPORT	1	25	26
CHILDREN - FAM	4	8	12
CRISE	1		1
EMP - BUS SVCS		7	7
FAMILIES AND CHILDREN	1	1	2
FAMILY STABILITY	15	26	41
LEGAL SERVICES		92	92
OFMS	1	1	2
UNEMPLOYMENT COMPENSATION		192	192
WORKFORCE DEV	29	163	192
Grand Total	52	515	567

PROJECT BENEFITS - INTANGIBLE

- Business and IT alignment
- Priorities are set across the agency, costs are understood, benefits achieved
- Resources are managed to meet the needs of the agency now and into the future
- Decision making authority ensured by Governance Committees

IMPROVEMENT SUMMARY

Current Key Issues

Multiple Entry Points for requests to IT for work

Limited visibility into the work being done by IT

IT & Program Area Resource Needs Not Fully Understood

How We Improved

IT Governance is the gatekeeper for all requests. IT Relationship Managers have a strategic role.

Agency Multi-Year Plan with focus on Major Initiatives, High Visibility, Resource Intensive

“Plan Impacts” step will leverage Reporting & Analysis tools

AS A RESULT

- An IT Governance model has been championed across ODJFS where Program Office business needs are met and transparency in IT spend is available.
- An Investment Management Cycle (IMC) model was created that facilitates true, enterprise level project prioritization and sets the stage for auditable accountability of investment decisions.
- ODJFS to advance - priorities set across the agency, costs understood, and benefits to stakeholders are achieved.

IMPLEMENTATION PLAN

TASK	Fall '16	Winter '17	Spring '17
Communicate & Train	Active	Active	Active
System Updates	Active	Active	Active
Process Stabilization	Active	Active	Active
Process Improvement	Active	Active	Active

SPECIAL THANKS TO...

ODJFS Senior Leadership

Cynthia Dungey

Jayne Brown

OIS Senior Leadership Team

Greg Jackson

Rory Barrett

Sylvan Wilson

Venu Pallerla

Sponsor

Herschel Elkins

Mentor

Anita Jennings

Partners

Amy Smith

Anita Jennings

Bill Minckler

Casey Walters

Doug Berger

Jack Huddleston

Meijung "Natalie" Huang

Paul Glock

Vivian Rice