



Department of Administrative Services

Joint Committee on Ways and Means

General Government Subcommittee, February 2015



Overview

Day 1: Overview – DAS/Enterprise Leadership & Policy

Day 2: Overview – CUBs & DAS Service Enterprises, Part I (EHRS, EGS)

Day 3: Overview – CUBs & DAS Service Enterprises, Part II (EAM, ETS)

Day 4: Progress on Statewide & Agency Initiatives

Day 5: All IT, All the Time

Day 6: Current & Future Initiatives

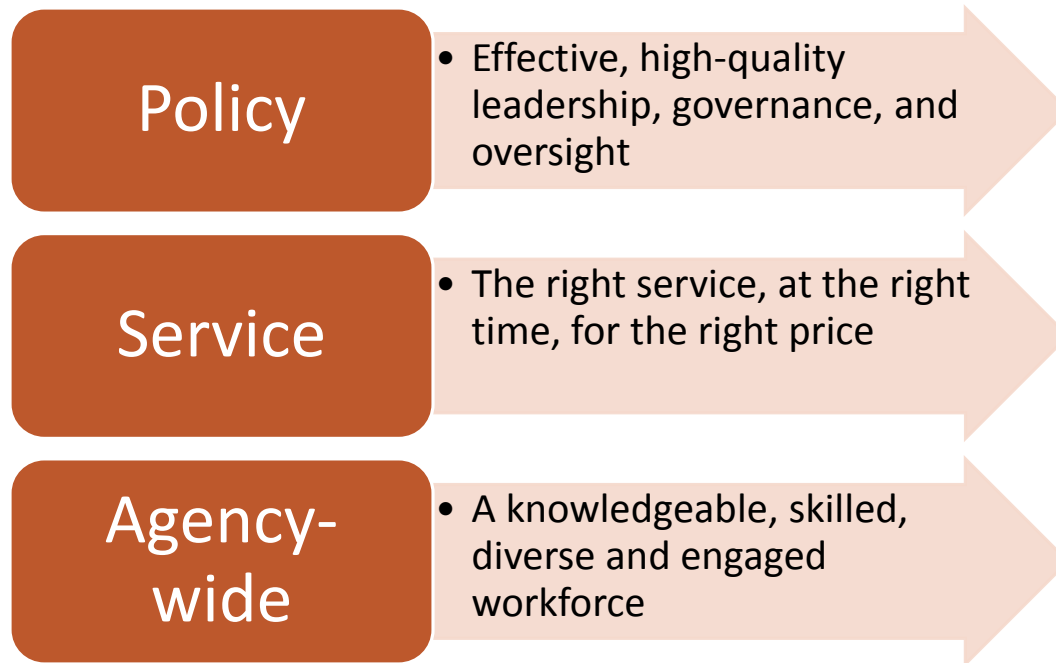
Day 7: Public Testimony & Conclusion

Day 1: Overview – DAS/Enterprise Leadership & Policy

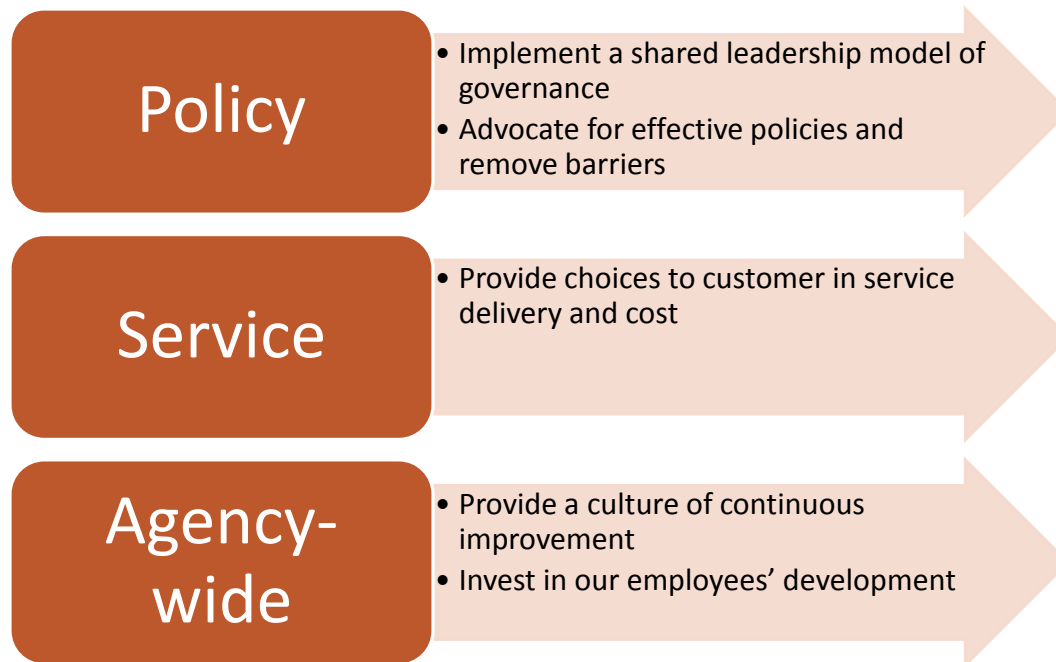
DAS' Mission:
**We serve state
government to
benefit the people
of Oregon.**

- Implementing the decisions of the Governor and policy makers.
- Taking the lead on behalf of state government.
- Partnering with our customers to achieve desired outcomes.
- Delivering the best value for every dollar spent by state government.

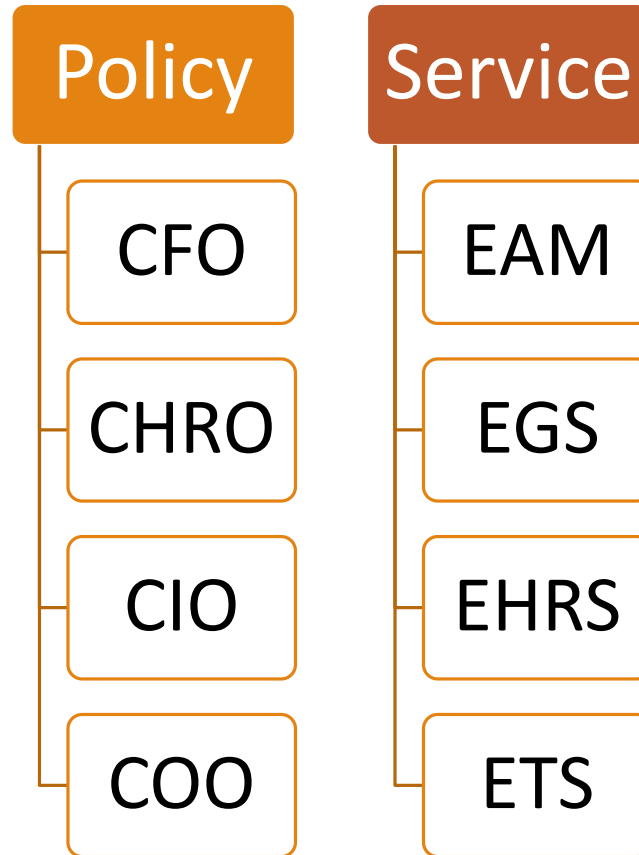
Our Goals



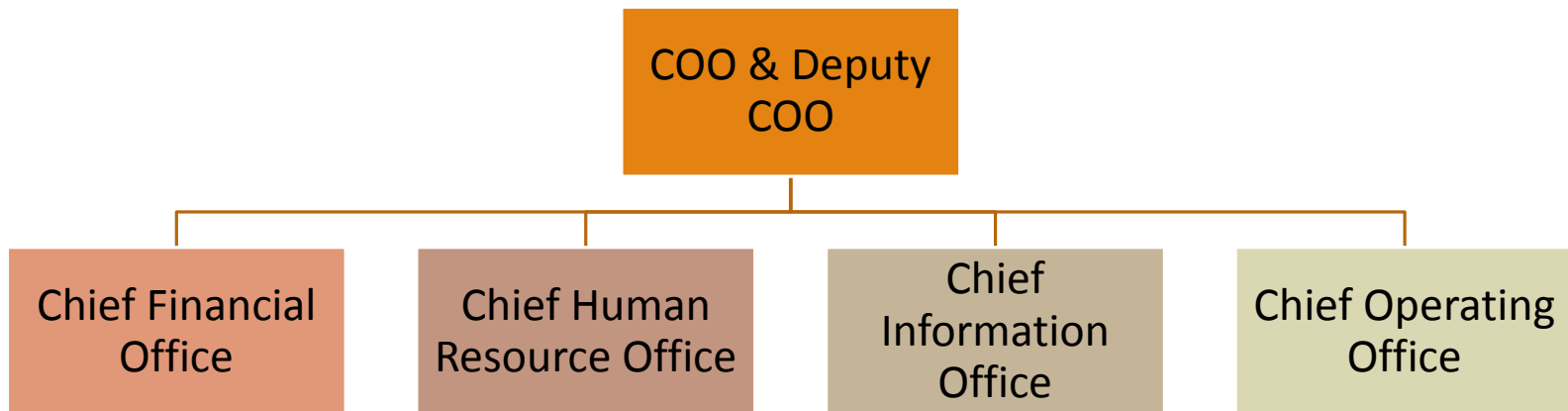
Our Strategies



DAS Policy/Service Split



DAS Policy Offices

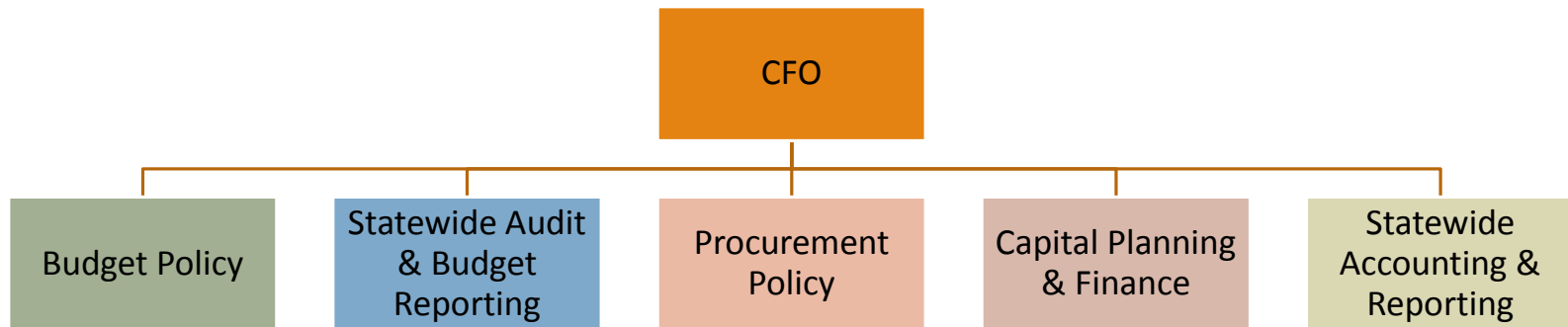


DAS Policy Offices

Four “Chiefs” responsible for coordinating policy functions across the enterprise.

- Remove barriers to agencies’ business operations
- Provide consistency in implementing strategies to meet stated outcomes
- Simplify existing policies and solve problems without creating formal policies
- Don’t just enforce compliance, gain it through collaboration
- Standardize best practices across the enterprise
- Funded by assessments to state agencies

Chief Financial Office (CFO)



The Chief Financial Office (CFO) gives objective and accurate information to state leaders and the public for more efficient use of state resources.

CFO Budget Drivers & Future Opportunities

Increasing information needs of the Governor and other decision-makers necessitates small increase in capacity:

- Capital Investment Section – 1 FTE to support the increasing volume of capital investment projects and the dollar value of those projects
- Statewide Audit and Budget Reporting Section (SABRS) – restoration of 1 FTE eliminated in 2011-2013.

CFO Budget Drivers & Future Opportunities Long Range Facility Plan

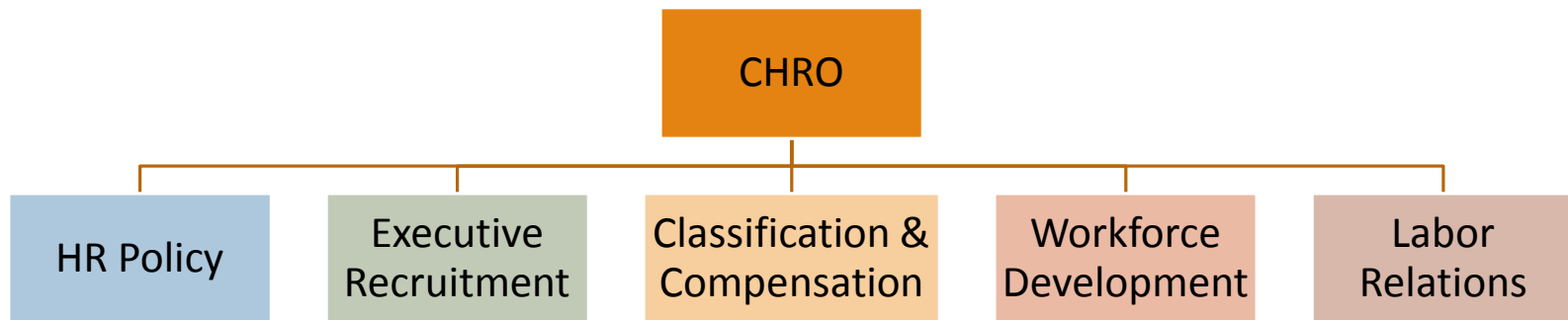
- DAS began a Long Range Facility Plan for the state's real estate portfolio
- Conducted facility condition assessments for all buildings owned by DAS, OYA and OLCC as phase 1
- Proposal to include all state-owned buildings in 2015-17
- Outcome: better tools to enhance real estate, energy and space management and a facility maintenance schedule



Chief Financial Office Packages

- Package 102 – Support Statewide Audit & Budget Reporting
- Package 103 – Strengthen Capital Investment Section
- Package 104 – Capital Facility Planning

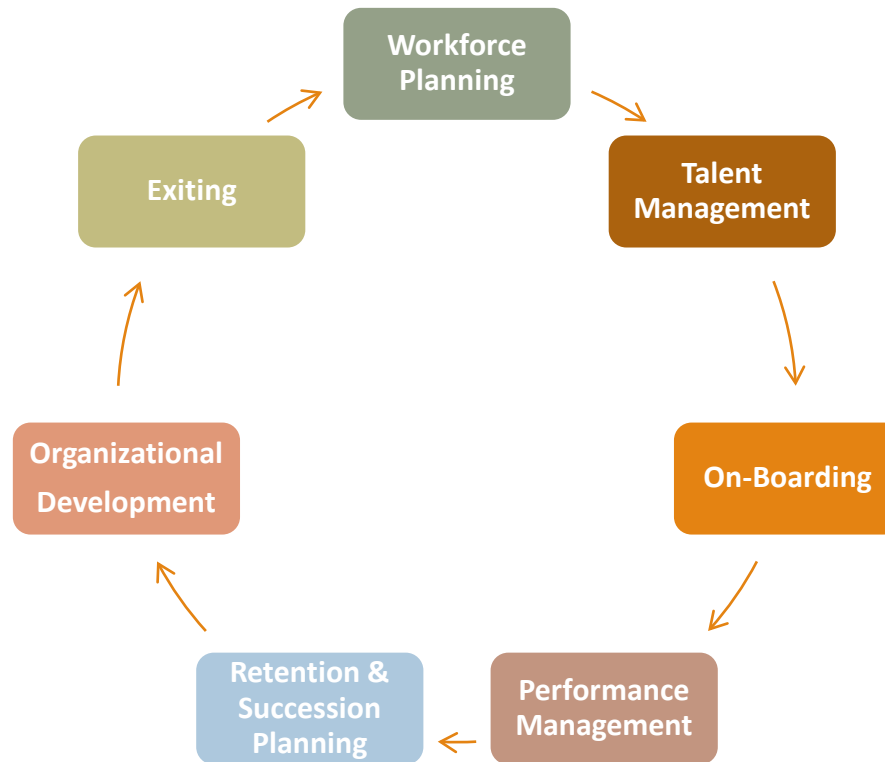
Chief Human Resources Office (CHRO)



The Chief Human Resources Office provides enterprise-wide policy leadership necessary to maintain a reliable and qualified workforce for the state of Oregon.

Chief Human Resources Office (CHRO)

The Right People, in the Right Jobs, at the Right Time



Chief Human Resources Office (CHRO)

Patient Protection and Affordable Care Act (ACA) Implementing the Employee Mandate in the State of Oregon Executive Branch: Results through Collaboration

January – July 2014

- Collaborative workgroup that included CHRO, PEBB, DOJ, OSPS, and state agencies Consultation provided to other branches of government as requested

October 2014

- Policy Finalized

November 2014

- Policy Adopted
- PEBB Filed temporary OAR's
- Eligible temporary employees were identified and personally contacted

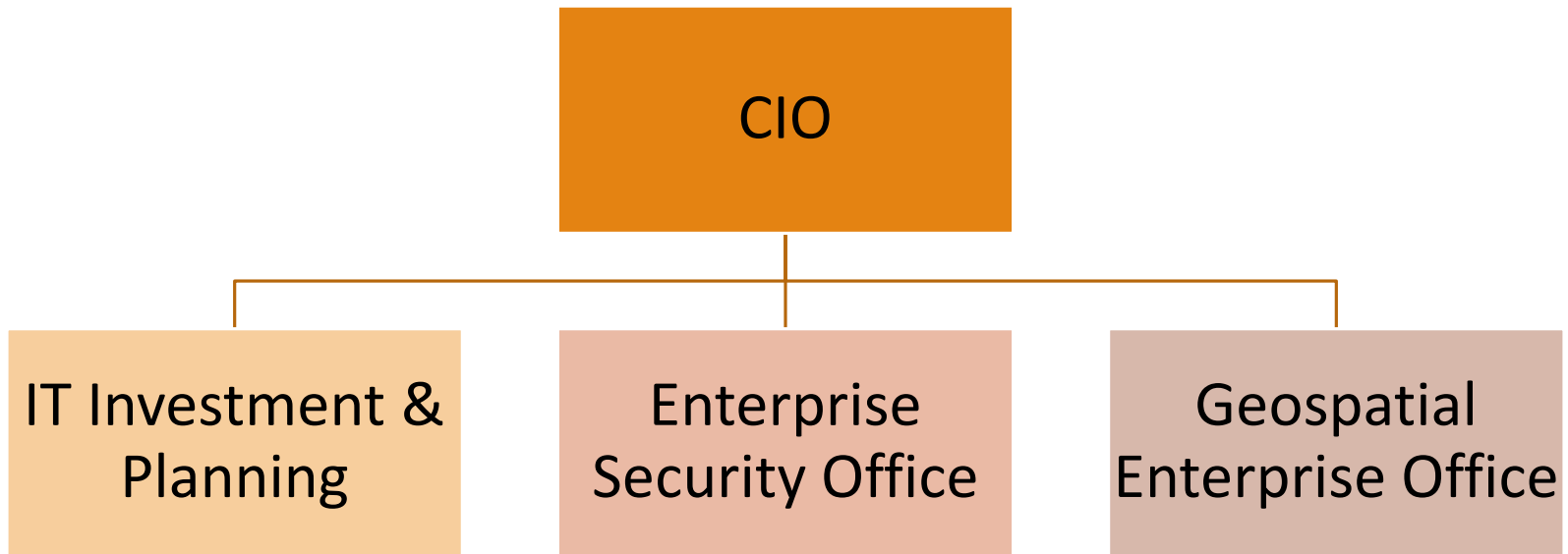
December 2014

- Consulting presentations

Chief Human Resources Office Packages

- Package 109 – Evaluate Business Processes
- Package 110 – Develop Workforce Planning Strategies
- Package 111 – Develop Information Management Capacity

Chief Information Office (CIO)

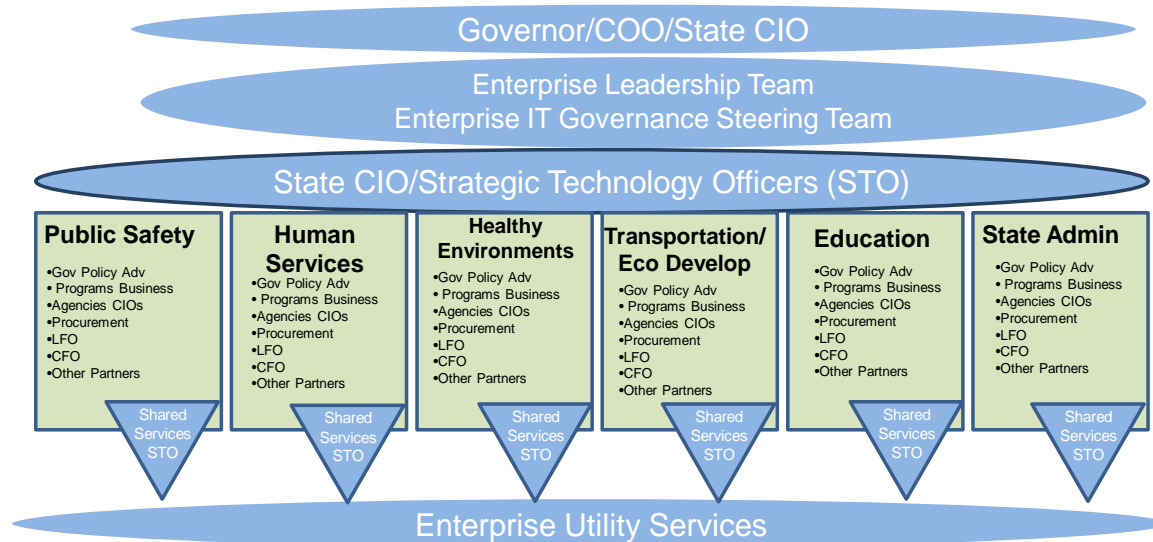


The Chief Information Office leads the planning, management and policy development for information resources across state government

CIO Budget Drivers & Future Opportunities

- Acknowledged need for increased oversight and accountability
- Agencies also need brokers and business analytical support
- Office of CIO reduced dramatically over last 6 years

CIO Budget Drivers & Future Opportunities



ELT/EITGST Delegated Responsibilities/Authority

- Sets enterprise direction and standards
- Establishes enterprise business objectives
- Oversees IT Governance
- Ensures IT risk management process and risk optimization
- Approves and supports enterprise standards
- Directs enterprise IT investments/lifecycle
- Prioritizes and approves enterprise IT initiatives
- Ensures enterprise IT project implementation
- Ensures enterprise transparency

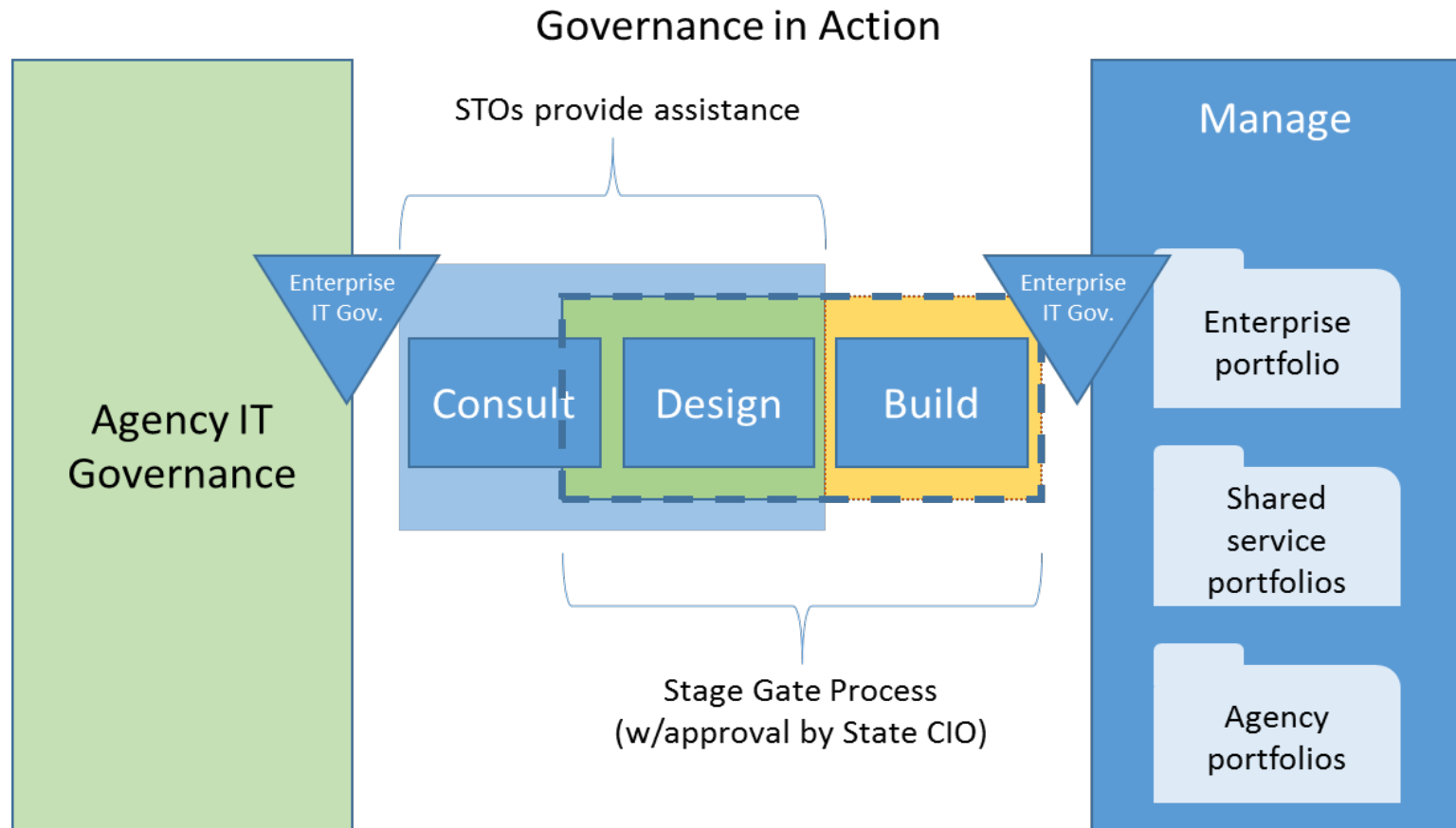
Office of the State CIO Responsibilities/Authority

- Statewide Information Resource Management Plan
- Shared Services leadership and coordination (STOs)
- Enterprise Project Portfolio Management (STOs)
- Enterprise Utility leadership and coordination (STOs)
- Enterprise policy setting, oversight, QA, Leg reporting
- Enterprise IT Infrastructure policy
- Enterprise IT Security policy and direction
- Enterprise GIS and Broadband Policy & Coordination

Agency CIO Responsibilities/Authority:

- Agency program policy and direction
- Agency IT Prioritization
- Local and Desktop/LAN support
- Unique Business specific applications
- IT purchases for department specific activities

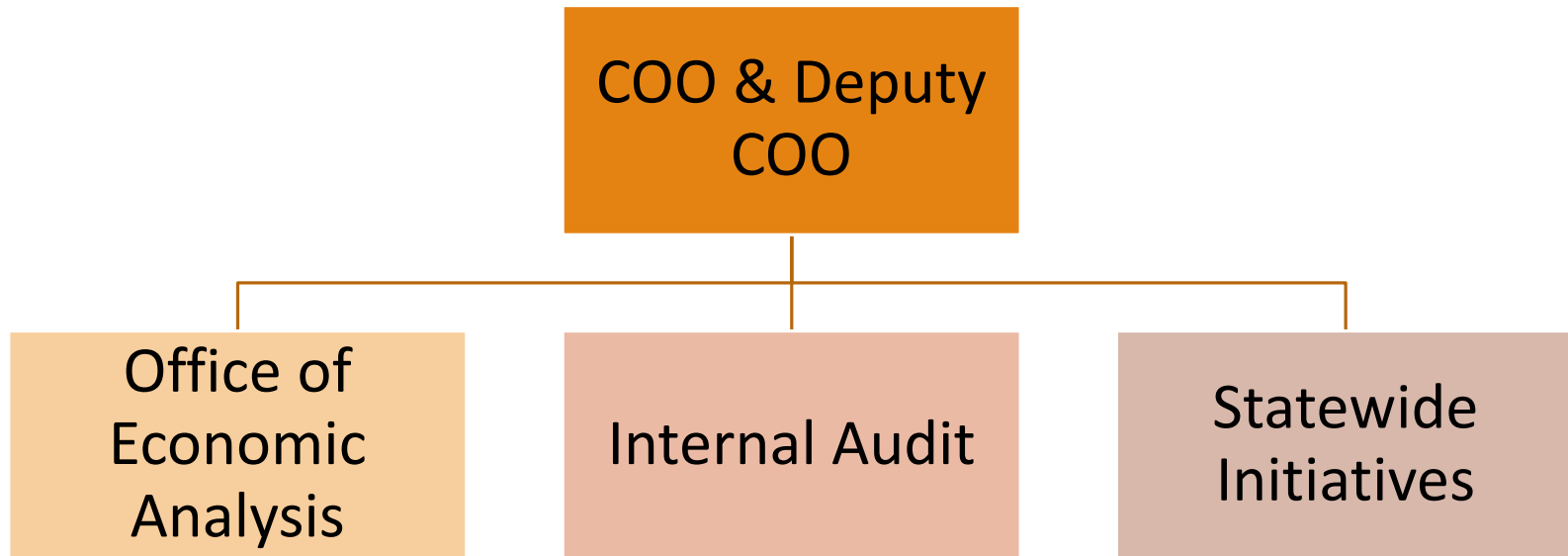
CIO Budget Drivers & Future Opportunities



Chief Information Office Packages

- Package 105 – Develop New Governance Structure for IT
- Package 106 – Statewide Interoperability Program
- Package 107 – Support Second Phase of NavigatOR – Did not move forward

Chief Operating Office (COO)



COO – Office of Economic Analysis

Economic and Revenue Forecasts:

March 1, June 1 (May 15 during Legislative Sessions), September 1 and December 1.

Population Forecasts:

Short-term forecast for the state: released along with the Economic and Revenue.

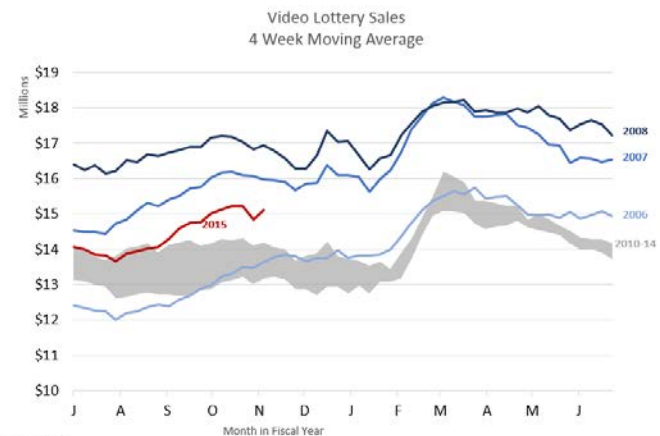
Long-term forecasts for the state and counties: updated when supporting data is available for the years ending in -0 and -5.

Corrections Population Forecasts:

April 1 and October 1.

Oregon Youth Authority Close Custody Forecasts:

April 15 and October 15.



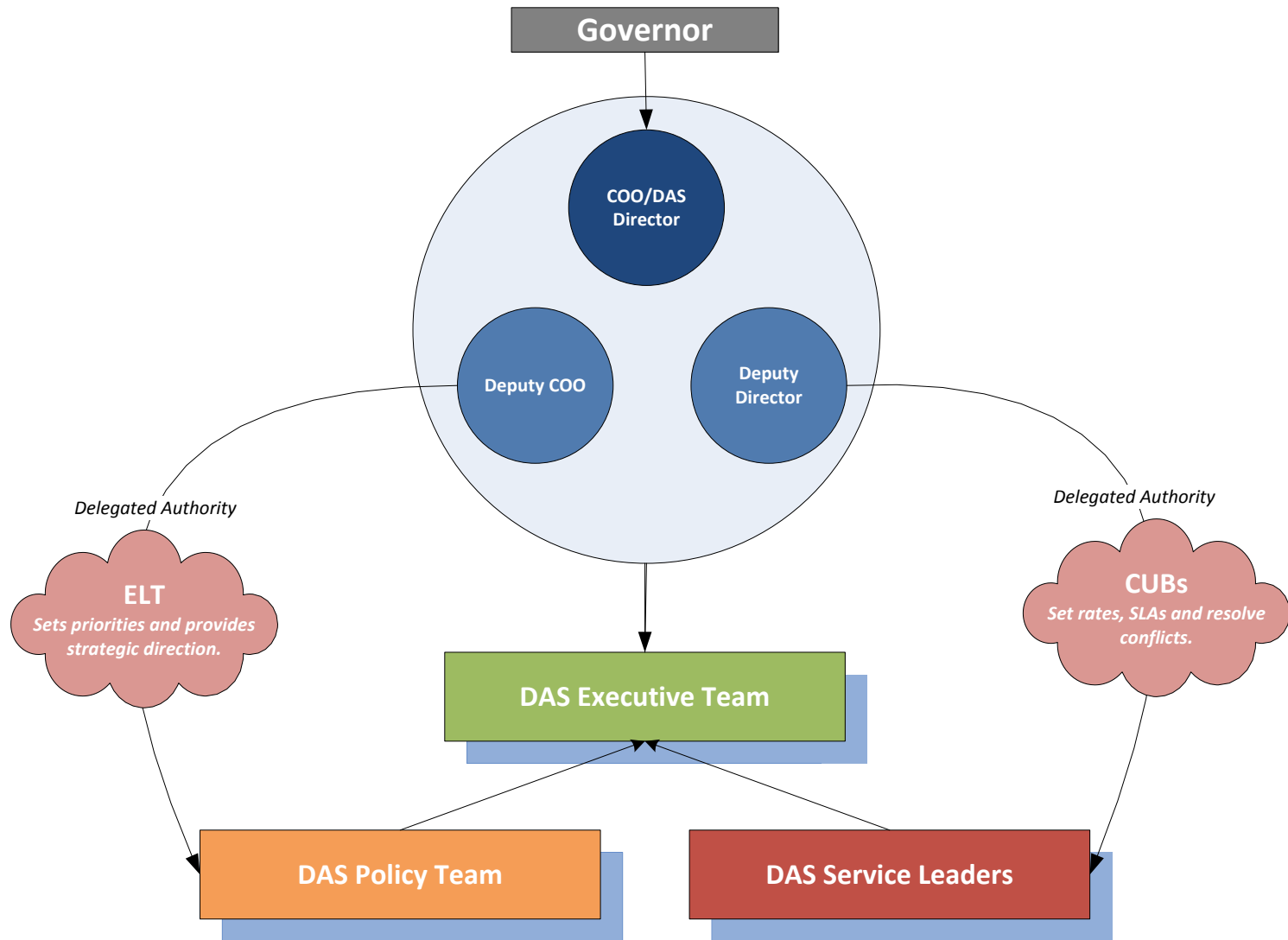
Chief Operating Office Package

- Package 101 – Support Enterprise Initiatives

COO or DAS Director?



DAS Leadership & Governance



Note: In exercising shared leadership in DAS and with the enterprise of state government, some decision-making authority is voluntarily delegated to representative groups of state agencies. Ultimately, that authority and related accountability remains statutorily assigned to the DAS Director, the State CIO and other officials.

Role of DAS and the Chief Operating Officer

Be the convener-in-chief and address direction from the Governor and Legislature on the operation of state government.

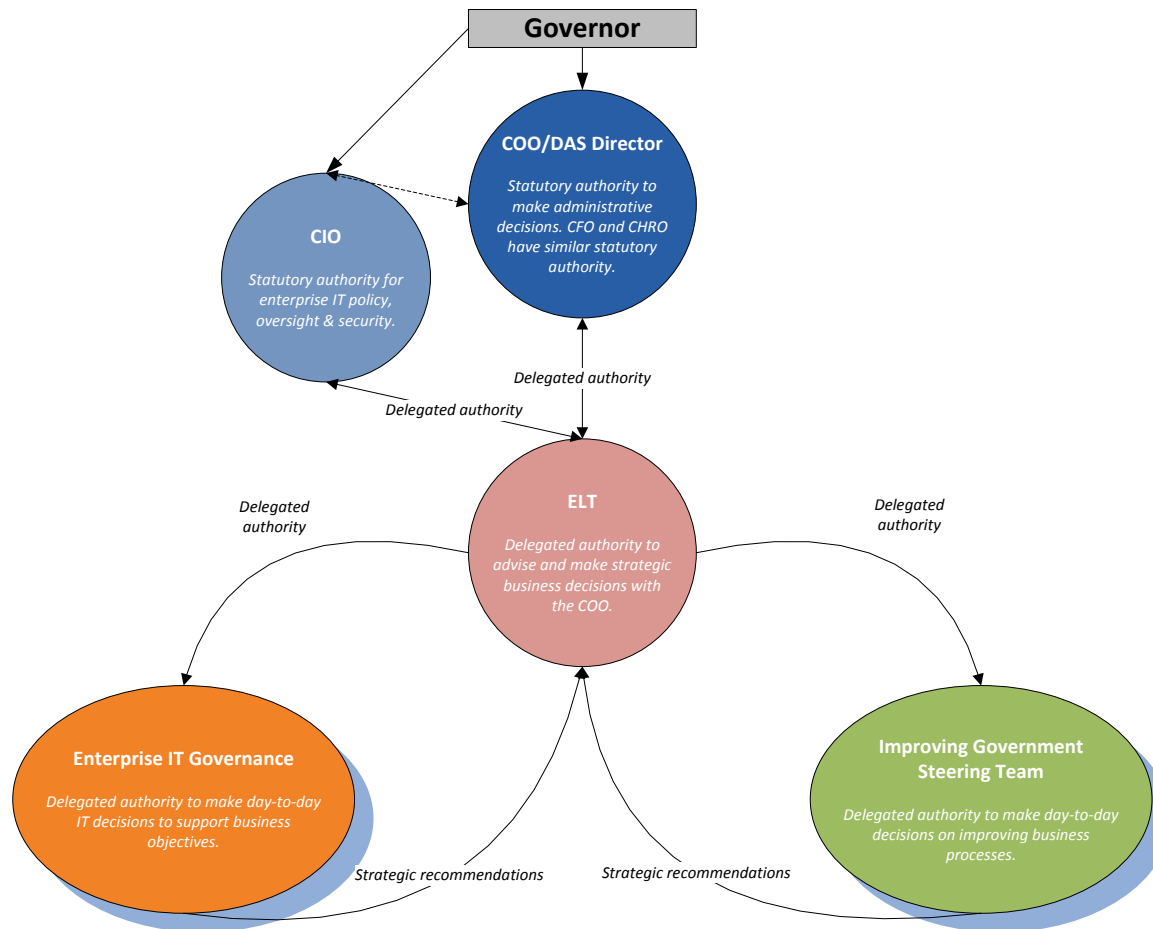
- Drive leadership with a view of the enterprise
- Focus on the outcomes policy makers want to see for Oregonians
- Balance the short-term needs with the long-term goals
- Align management structures to achieve outcomes
- Be customer-focused
- Be accountable and transparent to citizens

Making a difference...

Shared leadership in management of the Enterprise means:

- Strategic planning for future services
- Aligning policy making with implementation by management
- Sharing resources to solve problems
- Creating a new collective culture
- Balancing competing demand and priorities
- Setting agreed upon standards

Exercising Shared Leadership & Governance in the Enterprise



Note: In exercising shared leadership in DAS and with the enterprise of state government, some decision-making authority is voluntarily delegated to representative groups of state agencies. Ultimately, that authority and related accountability remains statutorily assigned to the DAS Director, the State CIO and other officials.

Enterprise Leadership Team (ELT)

- Comprised of 20 agency directors and representatives of four statewide elected officials
- Under a shared leadership model, collectively managing state government
- Works together to implement policies set by Governor and the Legislature
- Building collaboration across agency silos to reach desired outcomes
- Chartered two sub-committees: Improving Government & IT Governance

Improving Government Steering Team (IGST)

- Four agency directors from ELT & four agency deputies
- Charged with developing, resourcing, and overseeing projects to improve government operations
- Ensures alignment to 10-Year Plan
- Escalates issues to ELT/COO
- Decisions are made at the most local level, either at a project team level, or at Improving Government. Decisions with broad, enterprise policy implications get elevated to ELT


Enterprise IT Governance Steering Committee (EITGSC)

- Diverse membership of executive, policy, business and IT staff from agencies across the six outcome/policy areas
- Advise the Enterprise Leadership Team on IT governance issues and projects thought to be enterprise projects or shared services
- Advise the State CIO on structural and strategic questions
- Oversee implementation of IT Governance in the office of the State CIO

Where are we headed: 10-Year Plan for Oregon 2.0

OUTCOMES FOR OREGONIANS

10-YEAR PLAN FOR OREGON



The 10-Year Plan for Oregon is committed to creating positive change now – for a better Oregon in the future. Five key policy areas are the focus of our work as we build an infrastructure that supports transformative change in our state over the next decade. The policy area outcome statements below provide the destination for making Oregon a better place to live, work and play:

- **Education**
 Every Oregonian has the knowledge, skills, and credentials to succeed in life.
Additional information about the Education Outcome Area can be found [here](#).
- **Jobs and Innovation**
 Oregon has a diverse and dynamic economy that provides jobs and prosperity for all Oregonians.
Additional information about the Jobs and Innovation Outcome Area can be found [here](#).
- **Healthy People**
 Oregon provides better health and better care at lower costs.
Additional information about the Healthy People Outcome Area can be found [here](#).
- **Safety**
 Oregonians are safe and secure.
Additional information about the Safety Outcome Area can be found [here](#).
- **Healthy Environment**
 Oregon's environment is healthy and sustains our communities and economy.
Additional information about Healthy Environment Outcome Area can be found [here](#).



Where are we headed: 10-Year Plan for Oregon 2.0



Tracking metrics through collaboration and leveraging existing efforts.

Alignment with 10-Year Plan Outcomes

Data availability + accessibility

- baseline + historical data
- public availability + transparency

Data quality

- validity + reliability

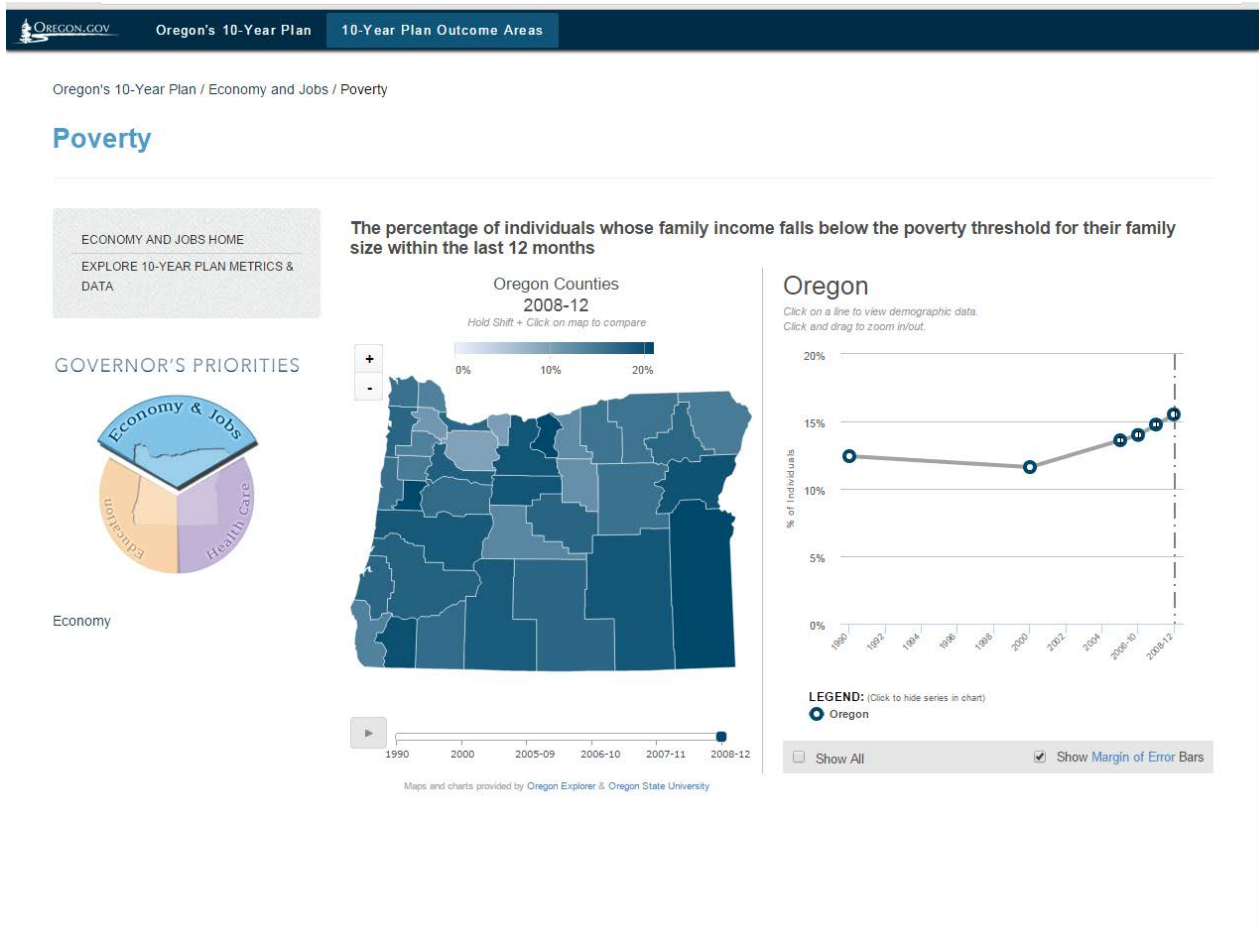
Comparability

- counties + other states

Equity

- race + ethnicity
- gender
- age

Where are we headed: 10-Year Plan for Oregon 2.0



Changing the business model

- Governor and Legislature are fundamentally changing the way programs and services are delivered to Oregonians
- Resources and decision-making are pushed to lowest, most local level practical
- Regional approaches foster collaboration and innovation
- Government operations will need to adjust to meet the demands of a new delivery model
- Thoughtful business architecture will be critical to any organizational change

Agency Perspectives

Katy Coba, *Director, Department of Agriculture*

Margaret Van Vliet, *Director, Oregon Housing and Community Services*

Status of Audit Findings

Audit recommendation implementation is tracked as part of DAS' Quarterly target reviews. For January 1, 2013 – June 30, 2014:

- A total of 96 audit recommendations were identified for implementation for this time period
- 32 recommendations originated from the Secretary of State Audits Division
- 64 recommendations originated from the DAS Internal Auditor
- 84% of recommendations were determined to be closed – recommendation implementation was complete or the finding was no longer applicable

Status of Audit Findings

February 2012 – Agencies Ensured Contracts with Former Employees were Properly Awarded

No recommendations made in audit

- Specific suggestions to improve contracting practices were noted with agreement

March 2012 – Computer Controls Review

Complete and test disaster recovery plans

- Disaster Recovery Plan established and tested; tabletop exercises conducted
- Funding and position authority was approved in a package for a Disaster Recovery Manager and the position has been filled

Maintain an accurate listing of all media tapes and perform regular reviews

- Completed a comprehensive media inventory
- ETS will track and manage its removable media from inception through destruction

Status of Audit Findings

April 2012 – Strategies to Better Address Federal Level of Effort (LOE) Requirements

Require programs to distinctly identify funding sources related to LOE. Convene key staff to identify partnerships to manage GF funding in relation to LOE

- Budget instructions were strengthened in 2014 regarding funding sources to identify opportunities to convene staff to leverage resources
- Budget staff regularly meet with agencies and discuss LOE during the development of the Governor's Recommended Budget

Packages Requested to Implement Prior SOS Findings

None

HB 4131 Implementation

Division	Total Strength	Total Supervisors	Total Non-Supervisors	Current Ratio	Reduction of Supervisors to reach 1:11
CHRO	28	3	25	1:8	
CFO	44	6	38	1:6	
CIO	27	3	24	1:8	
COO	24	5	19	1:4	
DBS	17	1	16	1:16	
EAM	198	19	179	1:9	
EGS	224	21	203	1:10	
EHRS	25	1	24	1:24	
ETS	234	18	216	1:12	
All DAS	821	77	744	1:10	6

Topics for Tomorrow

Overview – CUBs and DAS Service Enterprises, Part I.

- First full biennium with Customer Utility Boards governing DAS services; lessons learned in setting rates and service level agreements
- Overview of Enterprise Human Resource Services and Enterprise Goods and Services