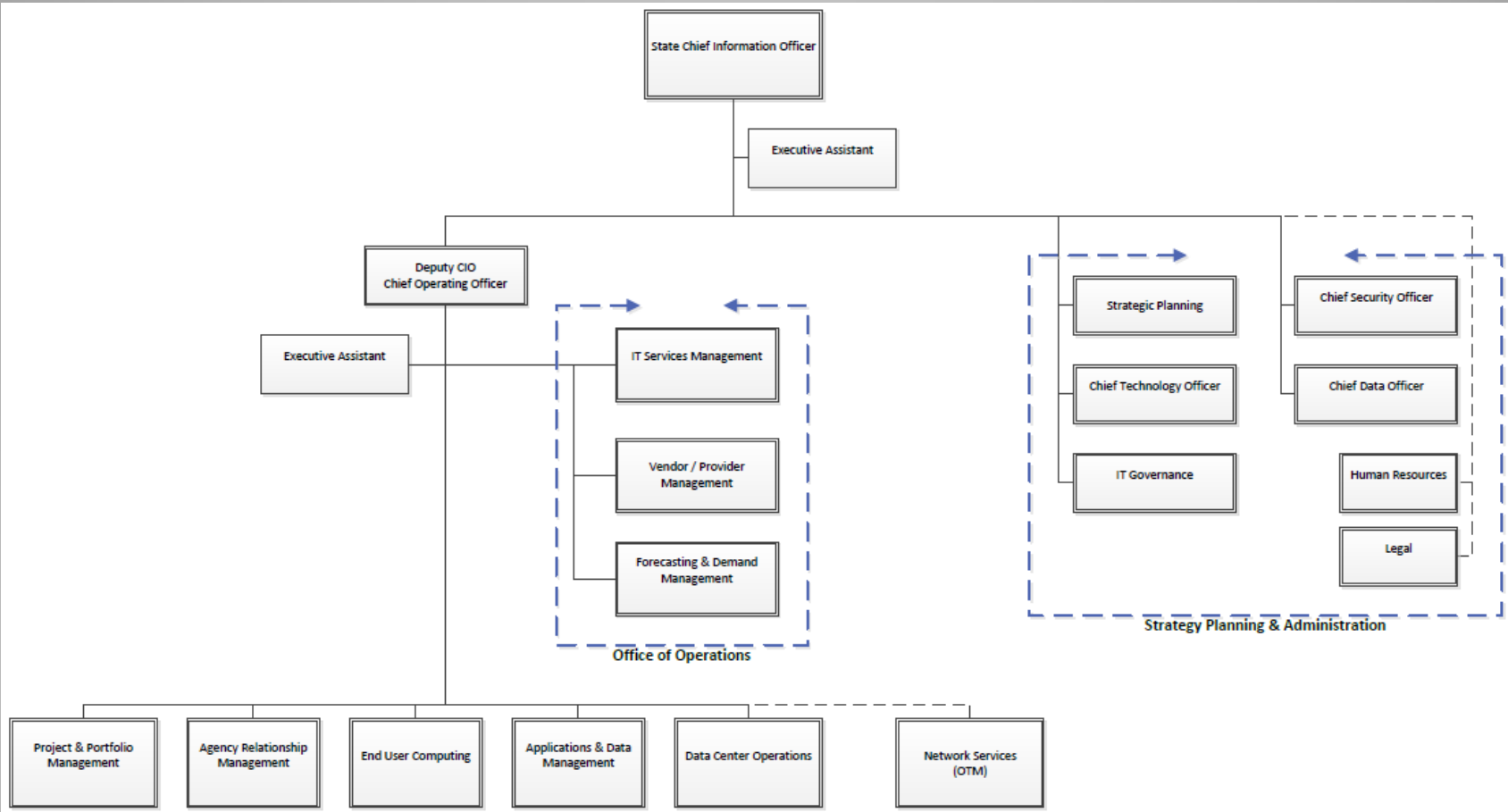


# Office of Technology Services

Overview of Organizational Units

*Plan as of July 2014*



# Organizational Overview

## KEY FUNCTIONS

<b>Service Planning and Management</b>	<ul style="list-style-type: none"><li>• Focuses on the operational and tactical issues in delivery of IT services such as service improvement and customer satisfaction to manage IT's service levels with the business stakeholders</li><li>• Responsible for operational oversight of agency relationship management, portfolio management, operations and delivery of services such as end user support, applications and data management, data center operations, network and IT security</li><li>• Participates and assists in the preparation of the annual budgeting plan for each IT functional area, and coordinates the contract and resource management efforts</li><li>• Evaluates and refreshes the portfolio of services that can be offered most cost-effectively</li></ul>
<b>Service Reporting and Analysis</b>	<ul style="list-style-type: none"><li>• Analyzes and reports on IT service quality and efficiency; identifies and reports on opportunities for improvement and key trends</li></ul>
<b>IT Finance and Budgeting</b>	<ul style="list-style-type: none"><li>• Works closely with sub-function managers on cycle forecasts, chargeback management, contract management, rate case planning, and annual IT budget planning in collaboration with strategic planning /governance; seeks to manage the true costs of IT</li></ul>
<b>IT Purchasing and Procurement</b>	<ul style="list-style-type: none"><li>• Enables effective decision-making on purchasing technology collaboratively and in accordance with enterprise standards</li></ul>
<b>IT Licensing and Contracts Management</b>	<ul style="list-style-type: none"><li>• Provides a comprehensive support for all IT contracts and licensing</li></ul>
<b>IT Vendor / Provider Management</b>	<ul style="list-style-type: none"><li>• Develops /implements the vendor sourcing strategy, manages performance to optimize cost, risk, benefit and service management</li></ul>
<b>Chargeback / Rate Setting</b>	<ul style="list-style-type: none"><li>• Develops rates that reflect appropriate cost for each service and provides transparent information to end users about use and fees</li></ul>
<b>Service Catalog Development</b>	<ul style="list-style-type: none"><li>• Develops service catalog in alignment with overall IT strategy; partners with functions to determine forward looking service needs</li><li>• Assesses customer demand in support of development, transition, operation and retirement of services in the catalog</li></ul>

# Office of Operations

## KEY FUNCTIONS

### Strategic Planning

- Provides structure, guidance and delivery of multi-year IT strategic plan, integrates planning with governance activities

### Governance

- Support the four IT governance boards that will be formed:
  1. Enterprise IT Services Board
  2. Enterprise Technology Governance Board
  3. Enterprise Data Governance Board
  4. Enterprise Information Security Governance Board

#### Information Security

- Establishes and maintains a vision, strategy, and program that enables the State's physical and data assets to be adequately protected
- Directs staff in identifying, developing, implementing and maintaining policies and processes to reduce risks
- Anticipates, responds to, monitors and develops mitigation procedures for enterprise security incidents.

#### Data

- Oversees the "business side" of the State's information assets
- Focuses on establishing and ensuring adherence to a framework for data governance policies, standards, and practices
- Formulates near-term and long-range strategies for sharing data across the enterprise and between agencies
- Defines required level of data consistency and quality to meet business needs

### Policy and Standards

#### Technology

- Defines the IT architecture to align key technologies with the mission and priorities of the State
- Leads all aspects of developing and implementing a comprehensive technology strategy
- Collaborates with key stakeholders to identify opportunities to reduce overall IT costs, share IT services, and improve effectiveness of State operations through IT development of architectural solutions and promulgation of technology standards
- Promotes technology innovation in support of the State's business needs

# Strategy, Planning, and Admin

## KEY FUNCTIONS

### Portfolio Management

- Manages the portfolio of centrally-supplied IT services, projects, and reviews portfolio performance
- Works with IT Governance groups to define scope and direction for overall investment
- Conducts benefit and risk optimization, active portfolio monitoring and business environment change adaption
- Supports generation and maintenance of an inventory of IT assets

### Program and Project Management

- Pooled group of resources dispatched to specific projects
- Manages the project schedule, scope, budget, and quality so they align with leadership expectations
- Focuses on multiple project timing, sequencing and interdependencies and prioritize projects accordingly
- Reviews project change requests in terms of their impact to the baseline schedule, cost, scope, and quality versus their expected benefits or necessity to stay aligned with the project's business objectives
- Applies Louisiana project and portfolio management approach to manage projects and programs. Detailed information covered in IT Project and Portfolio Management Strategy
- Manages the coordination of project delivery, measurement of results, change and risk management, budgeting, scheduling, resource allocation and metrics definition

### Resource Deployment

- Manages and deploys pooled resources (application development, business analysis, communications and training etc.)
- Assigns resources to projects, monitor deployment and redeployment to departments for IT projects
- Tracks resources and shared pool utilization and other staff metrics to support allocation of staff
- Supports alignment of IT strategy with resourcing plans

### Communication and Training

- Pooled group of resources dispatched to specific projects
- Provides communications about IT services, resources and develop training materials and conducts IT training
- Engages end users about IT matters, integrates with service units to identify needs and creates end user training
- Provides training support to projects – including project on-boarding, off-boarding, and other needs
- Builds and manages IT staff training program
- Conducts staff on-boarding / integration

# Portfolio & Project Management

## KEY FUNCTIONS

### Supports service strategy

- Identifies stakeholders and specify strategic requirements and funding to provide business case for potential opportunities to the IT organization

### Facilitates service design

- Validates customer requirements and ensures customer involvement in design activities

### Coordinates service transition

- Coordinates customer involvement in service transition processes and ensures validation of release schedules
- Plans, directs and coordinates the development and distribution of informational material about IT services to agencies
- Communicates the scope, performance metrics, objectives, cost, and roles and responsibilities of services to end users

### **Business Relationship Management**

### Supports service operations

- Maintains the business relationships between Central IT and the departments to enable better linkage between IT as a service provider and the customer at the strategic and tactical levels
- Provides the key point of contact for agencies to provide direct support for agency IT operations
- Communicates scheduled outages, updates on major incidents

### Drives continuous service improvement

- Develops, negotiates, maintains and monitors shared service level agreements (SLAs) with agencies
- Reports service performance, facilitates reviews on ability to meet strategic objectives and initiate service improvement plans
- Evaluates and responds to customer satisfaction through service reviews, customer feedback and service level monitoring

### **Business Analysis**

- Pooled group of resources that will be dispatched to different projects on a requested basis
- Provides business and IT analysis in support of project conception, initiation and completion
- Supports requirements gathering from departments, development of customer solutions
- Supports alignment between business and IT and with enterprise IT standards
- Identifies changes to the customer environment that could potentially impact the type, level or utilization of services provided
- Helps preparing business case for change drivers and transformational changes

# Agency Relationship Management

## KEY FUNCTIONS

- Single point of contact for end users for all incidents / issues / service requests regarding end user services
  - Access to the service desk services to users through multiple channels – Phone, Chat, Web-form etc.
  - Manages questions, service requests and incidents
  - Prioritizes and classifies events and determines the appropriate course of action
  - Restores normal service operation as quickly as possible to minimize the adverse impact on business operations
  - Proactively eliminates recurring incidents and minimizes the impact of incidents that cannot be prevented
  - Designs and collects customer service metrics and generate KPI reports
  - Support diagnoses and resolves issues using remote tools and manages knowledge base to improve service times and consistency
  - On-Site support provides support for end user HW/SW/Mobile/collaboration via dispatch processes
  - Level 2+ support facilitates support that requires escalation and intervention of functional teams
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- Provides for basic IT employee tools (laptops / desktops / mobile)
  - Creates and provides standard images as employee is on-boarded
  - Ensures that authorizes users for approved access for needed services,
  - Decommissions/de-provisions access rights to non-authorized users or departing employees

# End User Computing

## KEY FUNCTIONS

### Web / Portal Services

- Responsible for website design, development and hosting of State and department websites as needed
- Provides solutions, technical consulting, design, and coding for projects for the enterprise
- Researches new technology and development approaches and creates best practices along with the architecture and strategy teams
- Mentors various teams on design and coding best practices, portal design, service-oriented architecture, and reuse opportunities
- Meets predefined service level expectations to serve the need of the departments

### GIS

- Manages application development, enhancement, maintenance and administration for GIS applications and data management
- Supports GIS users throughout a variety of State agencies, departments and offices
- Ensures that system and functional architecture priorities are consistently applied to GIS applications

### Application Development

- Includes application development, business process support, reporting and administration and application architecture
- Develops and maintains user interfaces, business logic tier and database elements for custom applications
- Interacts heavily with end-users in partnership with Agency Relationship Managers, throughout the development life-cycle, including requirements gathering, testing, implementation and production support
- Uses problem solving skills and new technology research to enhance enterprise systems, software packages, and internal tools
- Creates and conducts test plans for development projects and evaluates third-party products
- Analyzes existing systems against IT and business strategies and makes well-defined recommendations and execution plans for efficiency and architecture/design improvements within and outside the execution of current projects
- Resources delegated back to the agencies for certain applications

### Application Management

- Supports and monitors applications; supports and effectively transitions ongoing improvements to end users
- Manages the release build process, including bug resolution and determining the features to be included in each build
- Support and maintains multiple application environments (Development, Quality Assurance, Staging and Production) required for software fixes and new features to be developed, tested and approved for use in the production system
- Resources delegated back to the agencies for certain applications

### Database Services

- Involved in the analysis, design, development, and maintenance of enterprise data models
- Responsible for formulating and implementing client database needs, providing insight into data architecture and uses of the design
- Designs for recovery, high availability, performance and maintenance and monitors the standards, procedures, integrity and integration
- Collaborates with data modelers to facilitate design for logical and physical database models

### Quality Assurance

- Maintains rigorous quality controls throughout the application project lifecycle helping ensure both the right solution is delivered and the solution is delivered to meet the quality standards
- Maintains test instances and standard test protocols for State systems, and conducts technical validation and user-acceptance testing
- Contributes to maintenance for the lifecycle of existing applications

### Data and Information Management

- Works with management to create reports based on ad hoc user needs
- Takes requirements from management and turns them into design specifications used to develop reports
- Writes extract programs and develops statistical reports to meet the operational needs of the departments
- Responsible for the development and maintenance of data warehouse application programs

# Applications & Data Management



## KEY FUNCTIONS

### Server Administration

- Provides customers convenient, affordable access to physical or virtual computing and data-storage capacity, offering standard configurations and support levels, configuring, monitoring and sustained operation of server resources
- Builds and deploys various server environments in support of applications
- Focuses on performance management, troubleshooting and tuning of operating systems as used by the applications
- Write scripts to automate, manage, and monitor the applications and the environment on the servers
- Monitors, manages and reports the states and performance of the server with respect to the applications
- Develops and implements policies and procedures to ensure server provisioning and maintenance
- Supervises and/or coordinates the best use of server resources for open systems operations

### Messaging

- Administers email accounts, mail lists, and general purpose mailboxes
- Maintains server configurations and client accounts and SPAM filtering solutions
- Provides Directory and network administration to support messaging services
- Monitors email services and log files on a routine basis to identify problems with the messaging servers

### Data Center Facilities

- Responsible for data center operations and support
- Responsible for handling backups, monitoring error logs, supporting desktops/peripherals/office equipment, supporting the data center infrastructure, and application support
- Evaluates performance of computer system and peripheral data processing equipment; determine cause of system and program failure
- Monitors the infrastructure and its environment for changes and correlate instantly to system performance deviations, availability problems or security and compliance issues

### Storage Administration

- Builds and deploys various server environments in support of applications
- Plans, designs and performance-tunes storage environments (SAN/NAS/Direct attached) to maintain data quality and availability
- Oversees the day-to-day delivery of storage and backup services including technical operations of storage devices, data replication using storage software, and routine health checks
- Ensures that service levels and compliance are maintained
- Monitors all operational parameters done onsite or remotely with tools that provide utilization, performance and availability reports

# Data Center Operations