

# IT Strategy, Projects, & Operations

**How these components relate to the business of your organization**

# Current Responsibilities

- Director of the Technology Review Workgroup. The Technology Review Workgroup is a statutory office established by the Florida Legislature in 1997.
- The Technology Review Workgroup is responsible for:
  - Analyzing information technology initiatives and providing recommendations to the legislature for use in the annual budgeting and appropriation process within the State of Florida.
  - Performing legislative oversight and quality assurance functions on specifically identified IT projects.
  - Reviewing long range information technology plans
  - Providing analysis & recommendations to the Legislative Budget Commission

# Focus of Discussion Today

- Overview of Business and IT strategy
- Linkages between IT projects, IT operations and strategy
- The role of project managers and project management offices in the implementation of strategy

Why is this important to the success of your company / agency? Your project teams?

# Business and IT Strategy

- A business strategy is:
  - a set of decisions describing how an organization will provide value to its stakeholders through attainment of specific goals
  - Periodically reevaluated to ensure that market shifts and policy changes are adequately considered
- IT strategy is determined by business strategy.
  - It describes how technology will be used to help achieve the specific goals of the business
- Once a strategy is decided, it is used to develop a plan of action for achieving specific goals

# Strategic Planning

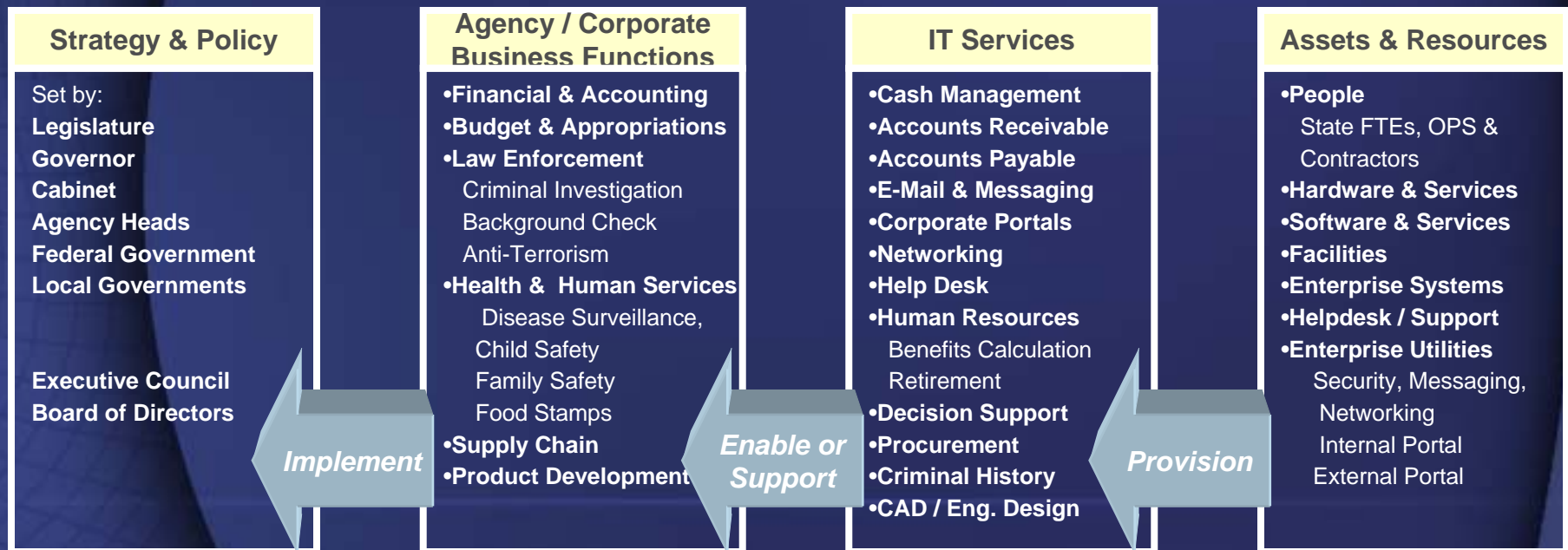
- Full life-cycle process needed to determine strategy and ensure strategy objectives are achieved
  - Visioning
  - Strategic Plan Development
  - Operations Planning / Management
  - Project Identification
- Identifies specific objectives, risks, assumptions, and constraints
- Provides necessary input to project selection and authorization and portfolio development and management

# IT Operations = IT Service Portfolio

*What is needed to implement strategy ?*

*Service Level Requirements*

*Provisioning Requirements*



**IT Service = One or more IT systems that enable a business function**

# IT Operations

- Recurring IT work activities needed to support ongoing, daily business activities
- IT services (*and service portfolios*) must be designed to achieve specific business objectives
- Service requirements are used to measure ability to achieve business standards and *determine when adjustments are needed*
- *Service Level Agreements are used to capture agreed to service requirements*

# IT Operations – Risk Areas

- Service requirements not adequately understood and agreed to by business units and IT
  - IT services are not well aligned with business needs.
  - Cost of specific services exceeds business value they provide
- Outdated service delivery models that don't provide needed capabilities
  - Needed decision-making processes are not in place or IT management is missing critical components
- Too much emphasis on common IT services; not enough focus on IT services that contribute the most value to the business

# IT Projects

- Temporary activities needed to achieve strategy
- Increase business value and productivity
- IT projects directly or indirectly
  - Create new IT services
  - Modify / maintain existing IT Services
  - Eliminate IT Services that are no longer needed
- Often implemented as component of a larger program or project portfolio

# Project Management – Risk Areas

- IT projects don't realize business strategy objectives. Unclear linkages to service portfolio.
- **Business objectives are not clearly understood and agreed to by stakeholders and project teams**
- Benefits are not clearly identified and realization efforts are not adequately planned and implemented
- Project management not effectively used to achieve business objectives
- Portfolios not aligned with strategy objectives

# How are IT projects, operations and strategy interconnected?

What is your organization's business strategy?

Strategic planning sets specific business objectives, goals, targets



# Project Quality Assurance

## Traditional QA Examples

1. Are deliverables produced timely & with expected quality? Is significant rework the norm or the exception?
2. Are issues and risks being adequately identified and managed?
3. Is project schedule resource loaded and leveled?
4. Have all project team skills needed for success been identified and acquired?
5. Has the organization successfully completed projects of similar size and complexity?
6. Is an established project management framework and organization in place and operational?

# Project Quality Assurance

## Business Alignment Check

1. Are business stakeholders actively engaged in project selection, authorization, management and implementation?
2. Is plan to realize expected business benefits fully developed and being implemented?
3. Are all IT projects formally selected and authorized by business and IT management?
4. Are authorized projects designed to achieve specific business objectives?
5. Do business units understand how IT projects improve existing services or establish critical new business services? *i.e., are they necessary?*

# Steps that you can take

1. *Ensure that you and your project teams understand the role that your projects must play in achieving strategic business objectives.*
2. *If a current strategic plan is not in place, utilize project management offices to communicate need for strategic plan development and implement planning processes.*
  - a) *Establish needed systems, tools, and processes*
  - b) *Focus efforts on establishing an IT project portfolio that is designed to attain corporate business objectives.*
  - c) *Establish & implement rigorous project evaluation, selection, and authorization processes when building project portfolios.*
3. *Ensure that benefits are clearly and specifically identified and plans to realize expected business benefits are realistic and achievable.*
  - a) *This is difficult to accomplish and requires subject matter experts and budget offices along with IT & PM skills*
  - b) *Require executive management commitment when initiating business process reengineering*

# Steps that you can take

4. *Review current service requirements and service level agreements to ensure you and your teams understand how projects are enhancing existing operations and or establishing new services.*
  - a) *How will projects completed successfully be transitioned to operations?*
  - b) *What knowledge and skills need to be maintained / acquired?*
5. *Plan for time and resources necessary to ensure quality throughout the project lifecycle.*
  - a) *Focus on maintaining alignment with business objectives*
  - b) *Ensuring business unit stakeholders are engaged.*
6. *Exercise the personal, professional, and positional power inherent in project management positions.*

# Questions / Discussion

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