

Department of General Services
Information Technology Capital Plan



Information Technology Capital Plan, Plan Year 2009-10 through 2013-14 Executive Approval Transmittal

Department Name

Department of General Services

APPROVAL SIGNATURES

I am submitting the attached Information Technology Capital Plan as required by the State Administrative Manual Section 4904.

I certify that the IT Capital Plan was prepared in accordance with State Information Management Manual section 57 and that the proposed IT projects are consistent with our business strategies and information technology strategy.

I have reviewed and agree with the information in the attached Information Technology Capital Plan.

Interim, Chief Information Officer		Date Signed
<i>Sandy Adams for</i>		<i>8/4/08</i>
Printed name:	Olive Findleton	
Information Security Officer		Date Signed
<i>Teresa Soria</i>		<i>8/1/08</i>
Printed name:	Teresa Soria	
Budget Officer		Date Signed
<i>Michael Jones for</i>		<i>8/4/08</i>
Printed name:	Mary Ann DeWitt	
Department Director		Date Signed
<i>Will C. Bush</i>		<i>8/4/08</i>
Printed name:	Will Bush	

DEPARTMENT IT CAPITAL PLAN

Department Name and Org Code:

Department of General Services (DGS) - 1760

Plan Year:

2009-10 through 2013-14

1. Summarize your organization's business goals and objectives below:

The Information Technology Services Division (ITSD) commenced their divisional strategic and business plan using guidance and direction from the Department of General Services' (DGS) 2003 Strategic Plan. The Office of Strategic Planning and Policy and Research (OSP) is currently developing the Department's 2009-2013 Strategic Plan. The plan will be finalized by calendar year end. Strategic Management efforts include:

- Facilitating working sessions with detailed worksheets and inclusion of DGS Directorate, Deputies and the Management team, working towards the identification of DGS' Values, Vision, Mission, and overarching Goals.
- Creating a Strategic Planning portal with detailed progress and information sharing intended for staff at all organizational levels; enabling participation and feedback and/or comments.
- Conducting focus groups with all DGS offices to assist with the varying levels of their respective business/action plans to reassure and reinforce consistency, alignment and support of the department's strategic plan.
- Assisting offices with respective business plans and supporting strategies that will drive and support the Department's overarching goals.

The DGS 2003 Strategic Plan has been a useful guide for the current strategic plan development as the themes and overarching goals are comparable, with the exception of a few broader areas evident in the current effort. Inclusion and ongoing communication with offices, facilitated working sessions, and review of business/action plans ensures that the ITSD Strategic Plan supports the following Department's 2003 Goals:

- Goal 1: Achieve an Ever Increasing Level of Customer Satisfaction
- Goal 2: Provide High Quality Services at Competitive Prices
- Goal 3: Achieve Increased Accountability for Performance
- Goal 4: Provide Leadership to Initiate Changes in the State's Business
- Goal 5: Communicate Effectively with Stakeholders
- Goal 6: Use Effective and Efficient Processes and Technologies

The ITSD's August 2008 Information Technology Strategic Plan identifies the following goals and objectives in support of the Department's 2003 Strategic Goals. As the Department's Strategic Goals are updated, ITSD will realign their goals and objectives to continually meet DGS' needs.

DGS - ITSD Goals and Objectives continued

Goal 1: Implement an Information Technology (IT) Infrastructure that is increasingly more Green, Reliable, Available, Scalable and Secure

- Objective 1.1 Initiate, plan and execute an enterprise security program that protects IT infrastructure components from real or perceived danger or loss, with forensics that are continually measured and monitored, and with scope and risks reviewed on an annual basis.
- Objective 1.2 Implement systems and procedures that will enable IT infrastructure components to operate more reliably, under stated conditions, time specified and measured accordingly.
- Objective 1.3 Implement systems and procedures that will enable IT infrastructure components to be more available, with time components meeting business objectives, and measured accordingly.
- Objective 1.4 Implement systems and procedures that will enable IT infrastructure components to be more scalable, where the property enabling a component to handle increased workload operates in an efficient manner, readily upgradeable, and measured accordingly.
- Objective 1.5 Initiate, plan and execute a multi-phased IT green program including projects to conserve energy, reduce carbon emissions, and manage electronic waste consistent with standards being developed by the U.S. Environmental Protection Agency, the State of California Energy Commission, and the California Air Resources Board.

Goal 2: Invest in Information Technology to Transform Business Operations

- Objective 2.1 Analyze business partner operations for opportunities to replace manual, paper-based processes with automated, computer-based processes.
- Objective 2.2 Analyze business partner operations for opportunities to streamline and automate key business workflow processes.
- Objective 2.3 Analyze management and staff work profiles facilitating enterprise workflow processes.
- Objective 2.4 Identify, prioritize and convert business partner legacy systems to contemporary, consolidated, virtual computing platforms.
- Objective 2.5 Identify, prioritize and consolidate the databases of each business partner onto an accessible, protected and enterprise-level database management system platform.

Goal 3: Implement a Multi-Channel Business Communications Strategy Leveraging the use of the Internet as the Primary Channel

- Objective 3.1 Redesign and redeploy the Department website; develop and implement a secure Enterprise Information Portal; develop and publish standards and guidelines for a consistent “look and feel”; and develop and publish a content protocol for managing all Departmental websites.
- Objective 3.2 Develop a Web 2.0 program defining the scope, required investment and business value. Web 2.0 technologies include, but are not limited to, Web services, blogs, podcasts and social networks.

DGS - ITSD Goals and Objectives continued

Objective 3.3 Develop a Web 3.0 program defining the scope, required investment, and business value associated with transforming the Department into a Wiki Workplace, a knowledge-based rather than document-based workplace.

Goal 4: Provide Secure Access to Information Systems and Services

Objective 4.1 Build a Business Intelligence program to identify and specify enterprise requirements and standards to establish and leverage enterprise products and tools to meet the business information processing demands.

Objective 4.2 Develop a policy-based enterprise Identity and Access Management program to manage identity and enforce security to protect assets, and meet business, legislative and regulatory requirements.

Objective 4.3 Initiate an enterprise Master Data Management program to create and manage a common logical database view to identify and classify databases for appropriate protection.

Objective 4.4 Create an Information Lifecycle Management program including policies and procedures to ensure proper management of the full data lifecycle needs of the enterprise.

Goal 5: Implement an Enterprise IT Culture

Objective 5.1 Build a program to reorganize and fully adopt an IT shared service model for IT assets that will consolidate the technical, administrative, and budgetary responsibility for IT assets within ITSD.

Objective 5.2 Develop a program to implement a multi-tiered IT governance process that will ensure that IT investments are vetted with the DGS Governance Council and Management Team, as appropriate; and are in compliance with the State policies and procedures.

Objective 5.3 Create a program to implement a two-tiered-funding model to support adoption of the IT shared service model. IT infrastructure costs are planned by the ITSD and funded departmentally by a shared IT investment fund by a formula approved by the DGS Governance Council. Business systems are funded by the business sponsor.

Objective 5.4 Initiate an Information Technology Service Management program to review and reengineer ITSD's operating practices, processes and procedures based upon IT industry best practices and measurable business value.

Objective 5.5 Develop a program to review and reengineer the computing, networking, and storage subsystems of the Department IT infrastructure to reduce complexity and cost of operation and improve manageability, service delivery, and support.

2. What are your organization's plans to upgrade or replace your IT infrastructure for the following? When responding, please indicate the timeframes of your intended upgrade or replacement efforts.

2.1. Hardware

- Personal Computer (PC) Servers: DGS utilizes Dell server hardware for its PC server environment. The various servers support enterprise services including, but not limited to, e-mail, file storage, application, and database.
- Unix Servers: DGS utilizes Sun hardware for its Unix environment.
- The PC and UNIX servers are on a 5-year rotation plan. These servers are at various stages of rotation. Each server is purchased with 5 years of warranty/maintenance. DGS currently maintains approximately 300 servers statewide.

2.2. Software

- PC Server Operating System Software: DGS currently utilizes the Microsoft Windows 2003 server operating system for its Microsoft based servers. There are no immediate plans to upgrade this PC server operating system.
- UNIX Operation System Software: DGS utilizes the Sun Solaris 10 operating system for its UNIX based servers, and has no immediate plans to upgrade this software.
- Communications Software:
 - DGS utilizes Microsoft Exchange Server 2003 for electronic mail (e-mail). DGS is evaluating an upgrade to Microsoft Exchange Server 2007, implementation of a Storage Area Network (SAN), and establishing clustering to ensure a highly available communications environment. The evaluation includes an analysis of moving e-mail to the Department of Technology Services (DTS).
 - DGS utilizes an electronic fax solution, Fenestrate Faxination. Upgrades are implemented as part of the maintenance support.
 - DGS utilizes Blackberry Enterprise Services (BES) to enable Blackberry devices to synchronize with the Microsoft Exchange environment and to ensure security of DGS Blackberry devices. Upgrades are implemented as part of the maintenance support.
 - DGS utilizes Lyris List Server enabling mass communication to external subscribed customers. Upgrades are implemented as part of the maintenance support.
- Content Management Software: DGS is currently upgrading the Content Management System (CMS) used to create and manage external facing websites from existing Microsoft CMS v2002 to Microsoft Office Sharepoint Server v2008.

IT infrastructure upgrade or replacement continued

- Microsoft Database Software: DGS is upgrading all Microsoft SQL databases from SQL 2000 to SQL 2005. The completion of this effort is targeted for 12/2009.
- Oracle Database Software: DGS is upgrading all our Oracle databases from Oracle 9i to Oracle 10gR2. The completion of this effort is targeted for 6/2009.
- Enterprise Reporting Software: DGS will upgrade Crystal Enterprise reporting software from v10 to Business Objects XI. The completion of this effort is targeted for 6/2009.
- IT Help Desk Software: DGS will upgrade Remedy Action Request System (ARS) server, Mid-Tier Web server and Help Desk software from v6.3 to v7.1. The completion of this effort is targeted for 12/2008.

2.3. Network

- DGS is in the process of an internal review and approval of a Feasibility Study Report (FSR) that outlines implementing Network High Availability for key locations within DGS' network. The FSR focuses on implementing redundancy and increasing bandwidth to achieve a highly available network environment that supports DGS' business needs.
- DGS replaces end point routers and Local Area Network (LAN) infrastructure on an as needed basis. DGS bases these replacements on manufacturer end of support (EOS) and end of life (EOL) schedules.

3. Existing Approved Reportable IT Projects

Provide the following information regarding your existing approved reportable IT projects on Table 1 on the following page:

- Existing IT Project;
- Approved Project Cost;
- Project Number; and
- Implementation Date

4. Proposed IT Projects

After each proposed IT project has been documented by answering questions 4.1 through 4.15 of the attached IT Project Proposal Form, provide the following information on Table 2 on the following page:

- The name of each proposed IT project;
- The priority ranking;
- The FSR submission date; and
- The estimated cost

Table 1-Existing Approved Reportable IT Projects Summary by Department

Existing IT Project		Approved Project Cost*	Project Number	Implementation Date
Fleet Asset Management System (FAMS)	FSR	\$1,207,302	1760-141	7/1/2007
Print and Mail Integrity System (PMIS)	FSR	\$7,398,676	1760-142	08/2007
Print and Mail Integrity System (PMIS)	SPR	\$9,379,000		

***Note:** If a Special Project Report (SPR) was submitted for review in July 2008 that includes project costs that differ from the last approved project document, enter both the last approved project cost and the revised project cost from the SPR under review.

Table 2-Proposed IT Project Summary

Proposed IT Project		Priority Ranking	FSR Submission Date	Estimated Total Cost
Network High Availability (NHA)	FSR	1	N/A	\$7,911,124

PROPOSED IT PROJECTS

Complete this IT Project Proposal Form for each proposed IT project that meets the definition of a reportable project as defined in the State Administrative Manual Section 4819.37:

4.1 Proposal name and priority ranking:

Network High Availability - Priority Ranking 1

4.2 Description of the proposed IT project:

Eliminate single points of failure within the DGSNet by adding new telecommunication lines and network equipment to ensure network connectivity through an alternate route in case the primary telecommunication line or equipment fails. Refresh the IT equipment in the DGS Network. This will enable the DGS to replace the aging and out of warranty equipment in the DGS Network. The refresh of the enterprise network components is essential to provide stable network connectivity and enterprise information technology services to the DGS offices and business units.

4.3 Which of your department's business goals and objectives does this project support, and how?

DGS Departmental Goals:

Goal 1: Achieve an Ever Increasing Level of Customer Satisfaction

Goal 2: Provide High Quality Services at Competitive Prices

Goal 3: Achieve Increased Accountability for Performance

Goal 5: Communicate Effectively with Stakeholders

Goal 6: Use Effective and Efficient Processes and Technologies

DGS IT Specific Goal and Objectives:

Goal 1: Implement an Information Technology (IT) Infrastructure that is increasingly more Green, Reliable, Available, Scaleable and Secure

Objective 1.1 Initiate, plan and execute an enterprise security program that protects Business Operations and IT infrastructure components from real or perceived danger or loss, with forensics that are continually measured and monitored, and with scope and risks reviewed on an annual basis.

Objective 1.2 Implement systems and procedures that will enable IT infrastructure components to operate more reliably, under stated conditions, time specified and measured accordingly.

Objective 1.3 Implement systems and procedures that will enable IT infrastructure components to be more available, with time components meeting business objectives, and measured accordingly.

The Network High Availability Project will improve network security, eliminate single points of failure, replace out-of-warranty equipment, and provide network management tools to monitor and measure network performance and allow proactive intervention of network issues.

PROPOSED IT PROJECTS CONTINUED - Network High Availability

4.4 What are the expected business outcomes or benefits of the proposal as they relate to your organization's business goals and objectives?

- It will provide high network availability to mission critical applications and communication services (i.e. email and blackberry devices) by eliminating single points of failure in the network. This would improve network reliability and reduce the downtime of DGSNet. ITSD would also provide proactive business continuity support.
- It will provide management tools and software to enable proactive management of the DGSNet.
- It will enhance the network security to minimize potential risk from security vulnerability.
- The refresh of IT equipment will enable DGS to replace the aging and out of warranty equipment in the DGS network. The refresh of the enterprise network components is essential to provide stable network connectivity and enterprise information technology services to the Department offices and business units.
- This project will provide DGS with improved DGSNet infrastructure to support future growth and new initiatives.

4.5 The following are from the State's IT strategic plan. Check the appropriate box(es) to identify the goals this proposal supports:

- Supporting and enhancing services for Californians and businesses
- Enhancing information and IT security
- Reducing state operational costs (leveraging, consolidation, new technology, etc.)
- Improving the reliability and performance of IT infrastructure
- Enhancing human capital management
- Supporting state and agency priorities and business direction

4.6 Is the proposal consistent with your organization's Enterprise Architecture?

- Yes
- No

If no, please explain why the deviation from the organization's Enterprise Architecture is necessary.

4.7 Will the proposed system collect, store, transmit, or exchange confidential or sensitive information?

- Yes
- No

PROPOSED IT PROJECTS CONTINUED - Network High Availability

4.8 If this proposal is conceptually approved, what is the estimated date (mm/yyyy) the FSR will be submitted?

09/2008

4.9 What is the estimated project start date (mm/yyyy) if the FSR is approved?

01/2009

4.10 What is the duration of the proposed project?

5 years

4.11 Will the proposed project utilize the existing infrastructure?

- Yes
- No

If no, please explain. Utilize existing circuits with minimal additional new components.

4.12 Is the proposal related to another proposal or to an existing project?

- Yes
- No

If yes, describe the related proposal or project and how it is related:

4.13 Describe the consequences of not doing this proposed project at the planned timeframe:

DGS will begin experiencing availability and security vulnerabilities.

4.14 Check the appropriate box(es) to identify the proposal's funding strategy:

- Augmentation needed
- Redirection of existing funds
- Other (describe): Funds to be determined.

4.15 What are the estimated cost and funding source(s) by fiscal year through implementation (information should be provided in the following format):

Fund Source	2009-10	2010-11	2011-12	2012-13	2013-14 and future	Total
General Fund						
Federal Fund						
Special Fund*		2,017,657	1,609,001	1,252,003	3,032,463	7,911,124
Total		2,017,657	1,609,001	1,252,003	3,032,463	7,911,124

*Fund source of estimated cost is Service Revolving Fund, of which the Department is the sole user of the fund.

Enterprise Architecture

A.1. Does your organization have documented Enterprise Architecture principles, strategies, or standards to guide decisions on technology projects?

- Yes
- No

DGS is currently participating in an Agency-wide Enterprise Architecture (EA) Committee. DGS will use the Agency's EA to create and implement an EA model.

A.2. Indicate on Table A-1 below, the completion status of the component Reference Models of your formal Enterprise Architecture efforts. If available, please submit a copy of your Enterprise Architecture document.

Table A-1, Enterprise Architecture Completion Status

Component Reference Model	Status			
	Implemented	Implementation in Progress	Planned or Planning in Progress	Not Implemented and Not Planned
Business			X	
Service			X	
Technical			X	
Data			X	

A.3. Describe the governance structure your organization uses to review and approve the Enterprise Architecture and any subsequent changes.

Until an EA model is established, DGS utilizes the Department's established Governance Council for EA decisions. The DGS Governance Council provides a structured forum for Senior Staff (11 deputy directors and the EEO Officer) to discuss and resolve current and long-term critical internal issues for the overall good of the department.

A.4. Does your organization have an Enterprise Architect? (if yes, provide their name, telephone number, and e-mail address below)

- Yes
- No

At this time there is no recruitment effort to hire an Enterprise Architect. However, the Section Manager assigned to the Agency-wide effort is listed below.

Name: Terri Bollinger
Classification: Data Processing Manager III
Telephone Number: 916-476-5346
E-Mail: Terri.Bollinger@dgs.ca.gov

Information Security

B.1. How is your Information Security Officer involved in proposed project development efforts?

The Information Security Officer (ISO) is involved in the initial project planning and project risk analysis and mitigation. The ISO reviews Request For Proposals/Request For Offers (RFP/RFO), or other initiating IT project documents, and ensures the necessary security elements are addressed. The ISO monitors the project security plan and provides feedback as appropriate.

B.2. What are your department's core business principles, policies and standards related to information integrity, confidentiality, and availability and the protection of information assets?

Principles:

DGS supports Information Security integration within the enterprise strategy. Information Security development, implementation, and maintenance is based on the people, business processes, and technology throughout DGS. Information security sustainability depends on the implementation of policies, practices, and support at a functional level by all stakeholders. Information security decision-making considers internal and external stakeholders.

Awareness and understanding of DGS' Information Security and Privacy requires continued support of a security culture. All users of DGS' information assets are informed of their roles and responsibilities and the potential consequences of their actions while utilizing the Department's information and systems.

Policies:

The DGS Information Security Policies and Procedures document is currently being updated. The creation of a DGS Information Security and Privacy Office provided the opportunity to pursue an enterprise risk management approach. Information Security Policies and Procedures will ensure necessary safeguards to protect DGS information assets by providing: risk analysis; security awareness; incident management; operations and systems integrity and availability; and confidentiality.

These policies will:

- Provide organizational information security decision making direction and guidance.
- Establish and maintain management and staff accountability for protection of information assets.
- Require annual or as-needed security awareness.
- Establish and maintain organizational security risk management.
- Ensure incident management identification, reporting and mitigation of actual or suspected security breach.
- Establish and maintain risk analysis processes to utilize at project initiation and throughout the project lifecycle; including, but not limited to development and implementation of mitigation and/or contingency plans.

Information Security

Standards:

DGS publishes Information Technology Standards for desktop and mobile computing hardware and software on an annual basis. These standards are updated on a regular basis as technology and State contracts change. The Standards' objectives include:

- Improved service level to internal and external customers
- Improved cost effectiveness and reduced life cycle costs
- Increased system availability, maturity, and stability
- Ensured intradepartmental interoperability and efficiency
- Improved portability, flexibility, and scalability
- Improved security
- Improved network manageability

B.3. If data within your department is shared with external entities, does your department implement data exchange agreements with these entities?

- Yes
 No

If no, please explain.

- Not applicable**

DGS is the recipient, not implementer, of data exchange.

B.4. How does your department ensure that software developers and programmers follow standards and best practices for Web, application, and system development?

DGS developers follow a development IT project lifecycle. Throughout the project lifecycle developers conduct a walk through with the necessary DGS staff, customers, the ISO, and affected ITSD resources to ensure the system meets the necessary requirements. Developers are sent to training, use the Internet, trade publications, and staff mentoring programs to ensure they are following best practices during development of applications, web sites or systems.

B.5. Does your organization have an Information Security Officer? (if yes, provide their name, telephone number, and e-mail address below)

- Yes
 No

Name: Teresa Soria
Classification: Data Processing Manager III
Telephone Number: (916) 376-3940
E-Mail: Teresa.Soria@dgs.ca.gov

Workforce Development, Workforce Planning and Succession Planning

C.1. Does your organization have a workforce development plan for IT staff?

- Yes**
- No**

If yes, briefly describe it.

The workforce development plan includes the following strategies:

- Certification Programs for managers/supervisors, analyst, technical staff and entry level staff
- Division Specific Academies/Universities
 - Identify division specific classifications at risk
 - Identify development programs
 - Identify internal and/or community resources to facilitate learning and development programs
 - Prioritize training needs
- Corporate Mentor Program
 - Staff at all organizational levels develop colleagues in same/lower level
 - Focus on skill development

C.2. Check the appropriate box(es) to identify which workforce development tools, if any, your organization is using for IT classifications:

- Training**
- Upward Mobility**
- Mentoring**
- Career Assessments**
- Knowledge transfer program**
- Performance Evaluations**
- Other (please list)**

Training and Development assignments

Workforce Development, Workforce Planning and Succession Planning

C.3. Does your organization have a workforce plan for IT staff (i.e., for Rank and File)?

- Yes
- No*

If yes, briefly describe it.

*The department acknowledges the need for workforce planning. Lack of necessary resources has prevented plan implementation. However, the planning model was developed to include:

1. Analyzing the current workforce
2. Assess future needs
3. Determine gap
4. Develop and implement an action plan for each DGS division
5. Monitor/evaluate results

C.4. Does your organization have a succession plan for IT staff (i.e., for Management)?

- Yes
- No*

If yes, briefly describe it.

*The department acknowledges the need for succession planning. Lack of necessary resources has prevented plan implementation. However, the planning model was developed to include:

- Analyzing the current workforce
- Assess future needs
- Determine gap
- Develop and implement an action plan for each DGS division
- Monitor/evaluate results

C.5. IT Staffing

Provide the following information in table C-1 on the following page:

- **The name of each IT classification currently in the organization.**
- **The number of staff in each IT classification in the organization.**
- **The number of staff in each IT classification eligible to retire in the next five years.**
- **The percentage of each IT classification eligible to retire in the next five years.**

Table C-1 — IT Staffing

IT Rank and File Staff Classification	* Number of IT Rank and File Staff in Classification	**Number and % of IT Rank and File Staff in Classification Eligible to Retire in Next 5 Years	IT Management Staff Classification	*Number of IT Management Staff in Classification	**Number of IT Management Staff in Classification Eligible to Retire in Next 5 Years
Associate Information Systems Analyst (SPEC)	21	3 (14.29 %)	CEA III	1	0
Associate Programmer Analyst (Spec)	11	1 (9.09 %)	Data Processing Manager II	12	0
Assistant Information Systems Analyst	25	2 (8.00 %)	Data Processing Manager III	4	0
Info Systems Tech (Spec) I	1	1 (100.00 %)	Data Processing Manager IV	2	2
Info Systems Tech	4	0			
Senior Information Systems Analyst (Spec)	8	0			
Senior Information Systems Analyst (Sup)	2	1 (50.00 %)			
Senior Programmer Analyst (Spec)	6	0			
Staff Information Systems Analyst (Spec)	30	3 (10.00 %)			
Staf Information Systems Analyst (Sup)	2	0			
Staff Programmer Analyst (Spec)	13	5 (38.46 %)			
System Software Specialist I (Technical)	7	2 (28.57 %)			

*Includes filled and vacant positions

**Data collected January 2008 for FY 09/10

Project Management, Portfolio Management and IT Governance

D.1. Does your organization have a process for improving the alignment of business and technology?

- Yes
 No

If yes, briefly describe it.

DGS adheres to an Agency Information Management Strategy (AIMS). ITSD meets monthly and quarterly with various offices and divisions to ensure continued IT business alignment. The CIO is a member of the DGS Governance Council. ITSD provides oversight for internal and external projects and negotiates Service Level Agreements (SLA) with customers.

D.2. What is the status of implementing a formal portfolio management methodology for technology projects within your organization?

- Implemented (Please describe)
 Implementation in progress (Please describe)

DGS is finalizing a Project Management guide that will be implemented in the IT areas with eventual distribution to all DGS offices and divisions.

- Planned or planning in progress
 Not implemented and not planned

D.3. List any automated tools being used for portfolio management. Enter "None" if no automated tools are being used.

ITSD and Telecommunication Division (TD) use Business Engine Network (BEN), a project tracking software. ITSD is researching more effective tools to provide portfolio management.

D.4. What is the status of implementing a standard project management methodology for technology projects in your organization?

- Implemented (Please describe)
 Implementation in progress (Please describe)

ITSD recently developed Project Management processes and procedures, including but not limited to, Business Process Analysis, Fundamental Project Management, and Project traceability matrix. These processes and procedures will be implemented in the IT areas with eventual distribution to all DGS offices and divisions.

- Planned or planning in progress
 Not implemented and not planned

Project Management, Portfolio Management and IT Governance

D.5. Does the organization require its project managers to be certified, either through a professional organization (e.g., PMI, ITIL) and/or through completion of specified project management coursework:

- Yes
- PMI
- ITIL
- Agency-specified project management coursework (identify below)

No PMI certification is not required, but is desirable.

D.6. Select from the list other areas of training your organization requires of its project managers:

- Fundamental Project Management
- Systems Development Life Cycle
- Scheduling tool (identify below)
-
-
-
- Project Performance Management (e.g., Earned Value Management)
- Business Process Analysis
- Requirements Traceability
- Procurement/Contracts Management
- Other (identify below)

None PMI certification, Requirements Traceability, and MS Project, are desirable but not required at this time.

D.7. Describe project-level governance practices, including change management, issue resolution, and problem escalation.

As outlined in the Project Management Guidelines, change management, issue resolution, and problem escalation will be adhered to by following a set methodology and well defined communication plan. The IT Strategic Plan further documents an IT governance structure which will be involved in change request approval, issue resolution, and problem escalation.

D.8. Does the project management methodology include processes for documenting lessons-learned and applying these to future projects?

Yes (Please describe)

The completion phase for all projects includes creating the Project Completion Report and conducting lessons learned meetings to document information. Templates with set questions and with room for information unique to each project are used. The ITSD will retain all lessons learned documentation and establish a reference library.

No