

Road to Transformation: Improving IT Efficiency and Performance at GAO

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GAO's Case for Transformation

- IT systems were not stable, secure, reliable, nor responsive
- IT systems did not support employees' ability to perform and share their work
- Aging custom applications impaired modernization and optimization
- Independent and customized IT systems could not be integrated
- Technology solutions were needed to support a more mobile workforce


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Mission Requirements

- Create a stable, secure, reliable IT system
- Address increasing business demand without increased funding
- Support a mobile workforce with 24/7 access to information
- Provide high quality customer service and support
- Ensure strong security and privacy for data and systems
- Enhance information sharing and cataloguing among staff


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Trip Planner 

GAO's IT transformation journey involves:


- Strategic vision
- Committed leadership
- Measurement
- Collaboration and communication

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Strategic Vision

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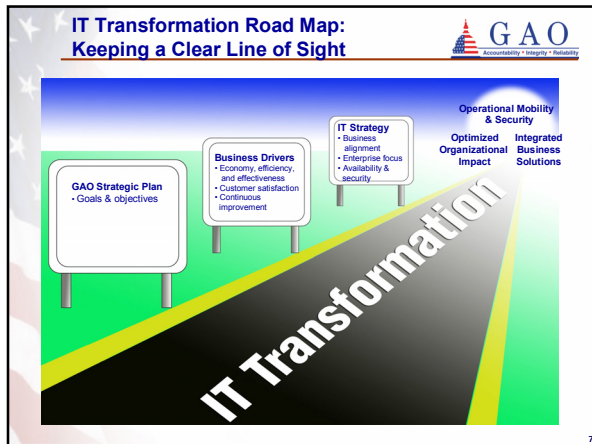


Information technology is no longer simply a tool that enables users to carry out their work or organizations to conduct their businesses. It must:

- *Contribute to the organization's strategic and business goals and provide value.*
- *Be sufficiently agile to meet evolving needs and emergent issues.*
- *Do so securely, seamlessly, and within a managed cost framework.*


GAO Strategic Plan
2007 - 2012

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Committed Leadership

- Committed Leadership**
- Formally established CIO leadership position
 - Actively engaged senior leaders aligned with IT transformation efforts
 - Formal governance body overseeing IT investments
 - Active involvement of business process leaders with dedicated support from IT



Measuring Progress


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Importance of Measurement

- Adds transparency
- Focuses on results
- Ensures Congress, clients, and taxpayers
- Promotes continuous improvement
- **What gets measured gets done!**


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IT Metrics

- Annual employee survey measures end-user satisfaction with IT services and tools
- Benchmark data from other similarly sized/focused organizations in the public and private sector provides relative comparisons to GAO data
- Operational performance and efficiency measures validate effectiveness of IT systems
- Help desk call feedback provides real-time comments and suggestions

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Collaboration and Communication

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Collaboration & Communication

- Achieve full understanding of business process needs
- Establish active partnerships between business process owners and IT function
- Create effective and continual collaboration and communication, including:
 - Establishing a clear vision
 - Identifying priorities
 - Laying out the road map
 - Agreeing on metrics
 - Managing risk
 - Choosing appropriate IT solution
- Make use of communities of practice to learn from others


What does transformation look like?

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Assessing the Journey: What Happened, Where We Are Now and What We Learned

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What Happened 

- Stabilized IT systems that are secure, reliable and responsive
- Standardized hardware, software and other technology tools and supporting processes
- Extensively mapped key business processes
- Achieved best in class customer satisfaction scores when benchmarked against others
- Ranked in top 100 CIO Magazine for 3 years (2003, 2004, & 2007)

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The Delphi Solution 

Vision: Strengthen financial accountability and fiscal stewardship through:

- Decreased focus on data entry while increasing resources dedicated to data analysis and customer service
- Appropriate control and oversight
- Managing risk to ensure clean audit opinion

Leadership: Involved active and visible executive sponsorship and a strong partnership between Controller, CIO, and DOT senior executives

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The Delphi Solution (Continued) 

Collaboration and Communication:

- Disciplined project management planning and schedule, including risk management, change management, and parallel processing
- Continuous collaboration and communication through daily status briefings, weekly team meetings, project website, and GAO-wide information sharing
- Partnering with Department of Transportation, a federal shared service provider:
 - Oracle Federal Financials
 - PRISM acquisition management system

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The Delphi Solution (Continued)



Results: A new, integrated financial system implemented seamlessly at the start of the new fiscal year (10/07).

- Ensures that our people and processes are enabled through technology and sound fiscal operations practices and systems
- Enhances our decision-making capabilities
- Refocuses our staff efforts to analysis, oversight, and customer service
- Establishes the foundation for additional integrated systems, including workforce planning, budget, and E-gov travel solutions

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Where We Are Going



- Evaluate and implement:
 - Enterprise solutions for audit portfolio management
 - Integrated travel management solutions
 - Improved workforce management solutions
- Secure wireless mobility
- Streamline and consolidate IT operations


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What We Learned




- Executive-level support and oversight are essential
- Active partnering between business process owners and IT function required
- Communication, participation, and collaboration with business process owners and end users necessary for success
- Significant up front effort necessary to plan and reason optimal technical solution
- Learn from the experiences of others
- Measure the right things

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Questions?

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