

The Pawlenty-Molnau Plan: Minnesota's Drive to Excellence



April 19, 2004

Table of Contents

I.	The Operational Excellence Plan.....	3
	Values and Principles.....	3
	The Minnesota Vision.....	3
	The Current Challenges	4
	Strategy for Action.....	4
	Measurable Outcomes	5
II.	The Technology Plan	6
	Operational Objectives	6
	The Action Plan.....	6
III.	The Leadership Plan	7
	Information Technology (I/T) Organizational Transitions.....	8
IV.	Conclusion.....	9

I. The Operational Excellence Plan

Values and Principles

“One of our greatest opportunities for success lies in the alignment of the state’s technology strategies with the Administration’s business objectives. Aggressive use of information technology will help allow us to achieve our business objectives and offer better services for Minnesota citizens.”

-Governor Tim Pawlenty

The following principles will guide our work to ensure excellence in the services we provide:

- Commitment to Mission: We will focus on what is important and do it well.
- Focus on Customers: Our customers will be the focus of every decision we make and every service we provide.
- Simplify Government: Government will be easier for customers to use, services will be improved, and government will be held accountable..
- Manage for Results: Develop challenging indicators and benchmarks for all levels of government, measure results, and use the outcomes to guide and make smarter decisions.
- Improvement by Innovation: We will examine what we do and consider our options including competition, collaboration, privatization, outsourcing, and the increased use of technology and e-government services to improve the work we do.

The Minnesota Vision

The world is changing and state government must change with it. Providing fast, reliable services to the citizens of Minnesota is our number one priority. Minnesota state government will meet the growing and changing needs of citizens by:

- Providing modern, comprehensive and user-friendly access to state services.
- Ensuring a more secure operating environment to safeguard information and citizen privacy.
- Facilitating statewide high-speed communications access for business development and educational opportunities.
- Decreasing the administrative cost of government while increasing the quality and efficiency of public services.

The Current Challenges

This plan will enable us to overcome several challenges currently keeping state government from delivering the highest quality services. These include:

- An “agency-centric” approach to delivering service that is inconsistent and underleveraged across the state.
- An outdated approach to managing information technology assets and expenditures.
- Information technology personnel that are overcommitted and not aligned to best serve state government needs.
- The absence of a broad-based, coordinated plan that fully utilizes technology as a tool for government reform.
- A limited amount of resources already stretched thin with existing needs.
- The impending rise in retirees in the state government workforce, requiring an influx of new skill development.

Strategy for Action

The current situation is not unique to Minnesota state government and is fairly typical of government at all levels. How we approach the challenge will distinguish us now – and in years to come. Minnesota has an opportunity to lead the nation in excellence in delivery of government services by using information technology. Minnesota will take on these challenges by:

- **Assessment**—Conducting a private sector cost assessment of delivering state government services.
- **Attitude**—Requiring an enterprise¹ approach to information technology.
- **Cost**—Reducing the operating cost of government statewide through cross-agency leverage.
- **Redesign**—Improving services by combining business process redesign and electronic government service development.
- **Innovation**—Creating public and private sector partnerships to accelerate our efforts.
- **Results**—Use of technology to enhance performance measurement and management.
- **Customers**—Engaging customers to develop results that matter to them.

¹ Enterprise is defined as consisting of all cabinet and non-cabinet state agencies. Although not specifically included in the definition, successful implementation will require ongoing collaboration with other constitutional offices, the University of Minnesota, MNSCU, and political subdivisions of the State.

Measurable Outcomes

We will hold ourselves accountable to our customers by measuring our achievements. By the end of 2006, our efforts to organize, manage and use technology more creatively in state government will result in the following:

- Create more “one-stop shop” opportunities for easy access to government services for our citizens and business customers.

- Reduce the cost of delivering government administrative services by 20 percent*, while increasing the productivity of staff by 15 percent.

- Increase the electronic delivery of government administrative services by:
 - 90 percent of citizen-to-government transactions,
 - 70 percent of business-to-government transactions, and
 - 50 percent of government-to-government transactions.

- Improve the statewide availability of broadband communications through partnerships with key private and public stakeholders.

- Transition workforce resources and increase employee technical skills to improve customer service and reduce the replacement rate of retiring workers by 25 percent.

* Achievement to be measured using fiscal year 2004 baseline expenditures and service offerings in place as the base. This goal is related to the cost of delivery of the service not the overall cost of the service itself.

II. The Technology Plan

Operational Objectives

The current agency-focused environment is a formidable challenge to this enterprise agenda. These challenges will be met by:

- Securing funding sources to support enterprise wide activities and using existing funds more effectively to support the statewide enterprise.
- Establishing financial incentives and eliminating current disincentives for enterprise direction and leverage.
- Building flexibility into procurement processes to conform to current technology and business practices.
- Creating the opportunity to pursue privatization, partnerships and outsourcing as operational alternatives.

The Action Plan

The action plan consists of three major goals:

Expand Technology Alignment

- Take a statewide view of government technology operations by creating an enterprise management framework.
- Inventory existing technology resources and identify consolidation, shared services, vendor coordination and partnership opportunities. *This includes shifting to more enterprise software licensing to reduce state costs and improve consistency.*
- Ensure technology projects currently under development are consistent with the new, more focused direction of state government. *This may involve accelerating, expanding, eliminating, or significantly altering the scope of many state agency technology projects.*

Improve Electronic Business Development

- Accelerate the development of electronic government services. Our actions will leverage the experience of the federal government, other state governments and the private sector to ensure that services are customer focused and easy to use.

Business Reinvention

- Align technology with new opportunities for enhanced levels of performance.
- Assess agency operations for opportunities to eliminate redundancy, create shared services and streamline service delivery. Business process change will be required for the agency-specific functions as well as the functions that cut across state government.

III. The Leadership Plan

To be successful this plan will link government operational excellence to information strategy, incorporate cross-agency collaboration, and transfer successful practices from private industry to government operations. This will require leadership and support at a variety of levels.

- **Executive Leadership**
The inherent challenge of identifying priorities and coordinating efforts will require strong and committed leadership from the top.
- **Commissioner and Business Manager Leadership**
Active executive guidance will be critical in leading the business changes required. A cross-agency steering group will be formed to drive efforts and address operational challenges.
- **Legislative Guidance and Support**
Having the support and understanding of the Legislature will also be important in achieving the goals of this plan. Legislators will be actively consulted to develop plans, assess the need for legislative changes, and champion those changes within the Legislature.
- **Information Policy Council (IPC)**
This group, consisting of agency Chief Information Officer's (CIO's), will be engaged in the pursuit of enterprise objectives at a strategic level. This group's effort is crucial to developing action plans and directing resources needed for implementation.
- **Employee Input and Implementation Teams**
State employees are on the "front lines" in service delivery, and must be actively involved throughout the transition and implementation process. Employees are in the best position to understand the requirements in delivering services to our citizens. A series of cross-agency employee task groups will be formed to develop tactical plans to aid implementation.
- **Private Sector CIO Advisory Panel**
Many of the challenges in strategic IT management transformation have already been faced in the private sector. Experience and insight from our peers in private industry will be captured through creation of an independent advisory panel from prominent companies.
- **Partnership with Business**
Organizations such as the Minnesota High Tech Association, the Strategic Business Partnership and the Citizens League will also be engaged. In addition to sharing their experience and expertise with state government, these relationships will also help meet the private sector's expectations for

greater government efficiency as well as more effective government support of statewide economic development.

Information Technology (I/T) Organizational Transitions

To drive the excellence outcomes outlined in this plan, several organizational changes within state government will be necessary.

- **Office of Technology**
This agency must be reengineered to fulfill the requirements of enterprise technology management. Responsibilities must include: vendor management, portfolio management, business requirement analysis, architecture definition and adherence, enterprise licensing, program management and strategic planning.
- **InterTechnologies Group**
A clearer separation between strategy development and the service operation within the organization must be created. Strategy development will be directed to support enterprise objectives. The service development and management activities will aggressively incorporate a strong external partnership orientation.
- **Agency I/T Organizational Collaboration**
The current agency information technology structures are largely independent and under leveraged. Current agency resources with enterprise objectives will be examined and leveraged. The cornerstone of this plan is delivering electronic government services (EGS) to citizens, and the skills to accomplish this must be greatly expanded.

IV. Conclusion

Technology can be a major tool in reforming Minnesota state government. With leadership and a focused vision, the efficiency and effectiveness of state services can be greatly enhanced and our first-in-the-nation quality of life improved.

“In a nutshell, an organization can be successful if it focuses on simplifying and unifying around its customer. Therefore, the guiding principles for achieving our e-government vision are also about simplifying processes and unifying operations to better serve citizen needs - that is ‘uncomplicating’ government.”

Mark Forman
Former Associate Director for Information Technology and E-Government
US Office of Management and Budget