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# 2014 MAJOR GOALS

## Goal 1 – Innovate State Government

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ERP/STAR	Unified Communications
Business Intelligence	Cloud
Enterprise Licensing	Lean

### 1.1 *ERP/STAR*

Considering all the advances and new directions information technology (IT) has taken in the past decade, it is often easy to forget that IT is not an end in itself – it exists to address the needs of constituents and state agency businesses, and help transform great ideas into sustainable realities. When IT is truly serving its purpose, it allows innovation to flourish. Wisconsin’s state agency IT community will know it has been successful when state agencies at large are consistently producing cost-effective services that enhance state residents’ quality of life. All of our efforts – and all of our planning – are evaluated from that perspective.

An excellent example is the state’s STAR Project – State Transforming Agency Resources. The 2012 Strategic IT Plan explained why taking on enterprise resource planning (ERP) was imperative for Wisconsin, and the STAR Project, now well underway, is the result of that resolve by state agency business leaders. And while the case for STAR can easily be made strictly on the terms of savings and efficiency – STAR implementation is estimated to produce a net savings of \$99 million over 10 years – the most significant advantages of STAR are what it will allow business people to do that they could never hope to achieve underneath the weight of all the legacy systems.

Wisconsin state government currently has more than 120 different administrative systems across individual agencies to handle accounting, budget, human resources, payroll and procurement functions. In most instances, these systems are expensive, fragmented, inconsistent and outdated. Worse yet, they weren’t designed to communicate with each other. Therefore, state agency managers are unable to utilize enterprise analytics from a common database to drive business decisions. It is like trying to steer a car with the windshield blocked.

STAR will provide one efficient, transparent and modern enterprise-wide system that allows agencies to better monitor and track spending, enhance human resource and procurement efforts, and more effectively manage payroll and other administrative systems. Agencies will have real-time information to make educated business decisions, and will be able to produce data and information that can be shared with policy makers and the public.

And without having to maintain systems built on 20- to 30-year-old technologies, state employees can develop new skills on current technologies. Instead of staff working to prevent outages, the new system will free up employee time to do work of greater value for state residents – to focus on customer service and innovation, as has always been the goal.

State agency employees are likewise essential to STAR success. More than 50 agencies and boards are part of the project team. Subject matter experts from 25 agencies were re-assigned to work full-time on STAR. These individuals understand agency business processes and can help their colleagues post-implementation. In addition, the project has 20 change agents that serve as agency points-of-contact for STAR, coordinating agency tasks and communicating information.

The state has committed to changing internal processes and minimizing system customizations, which reduces long-term support costs and shortens the project timeline. Project team members also extensively reviewed recent ERP implementations by Wisconsin Courts and the University of Wisconsin, along with best practices from other states.

The STAR Project team recently completed the Plan and Analyze Phase and entered the Design Phase. The state is currently on schedule for a July 2015 release of finance and procurement functionality and anticipates a January 2016 release of human capital management and budget.

## 1.2 BUSINESS INTELLIGENCE

STAR will give us reliable data and usable information, and the state intends to build on those foundational resources by investing in business intelligence (BI) to drive more informed business decisions. As part of STAR implementation, BI functionality will be provided to all agencies, including the ability to utilize 184 dashboards and 1,522 analytic reports involving finance, procurement, human resources, and projects.

At the same time, agencies are working together to develop an enterprise BI strategy. This project, scheduled to complete in 2014, will create a cost-effective and standard BI platform and provide centralized consulting, expertise, and guidance to enable agencies to use BI. Project deliverables include a BI strategy, roadmap, integrated architecture, service offering, and implementation plan.

In January 2014, Wisconsin launched a public transparency portal called *OpenBook Wisconsin*. It provides financial transparency never before available to taxpayers. The website has more than 25 million entries showing payments for goods, services and travel.

### ERP/STAR

Administrative systems across agencies will be combined into one, **saving an estimated \$99 million** over 10 years.

### Business Intelligence

Will provide agencies **184** dashboards and **1,522** analytic reports involving functionality for finance, procurement, human resources, and projects.

*OpenBook Wisconsin* information is currently available from 2008 to the present and gets updates every two weeks from the state's accounting system. Users can view data online in a format similar to a credit card statement or export to spreadsheets to do their own analysis. All state agencies, the Legislature, courts, and the UW System participate and provide data. Future *OpenBook* phases include information on salary and benefits for state employees, grants, and agency contracts. The STAR platform and BI tools will enable even more enhancements to the data integration and visualizations provided through *OpenBook*.

### **1.3** *ENTERPRISE LICENSING*

An enterprise approach for managing the business of IT likewise includes implementing coordinated and cost-effective methods for purchasing, deploying and upgrading software. This will help ensure that we are not over-buying or under-buying commonly used licenses and challenged with incompatibility problems. Having dedicated staff responsible for enterprise licensing, instead of a multitude of agencies each negotiating and overseeing agency-specific terms and conditions, reduces the costs of contract and administrative management. Meanwhile, the ability to address potential security vulnerabilities becomes considerably stronger and more proactive when there is enterprise-wide consistency in software versions. With reliable upgrades and secure infrastructure, business managers can focus on adding value for citizens.

### **1.4** *UNIFIED COMMUNICATIONS*

An enduring lesson in all of government is that innovation and productivity require ease of collaboration. When communication is trouble-free and organic, good results tend to follow. The Wisconsin unified communications strategy involves developing a plan, roadmap, architecture, and service offering for enterprise unified communications. Unified communications (UC) will integrate voice, video, conferencing, messaging, and collaboration across multiple platforms, applications, and locations through one common service. It will replace outdated phone technologies and contracts while increasing productivity through the integrated and more flexible communications platform.

With UC, a user can access a variety of communication applications such as email, video, fax, and voice through a single user mailbox independent of the access device. UC has expanded to incorporate interactive systems such as scheduling, workflow, instant messaging and voice response systems. This ability to communicate seamlessly via a wide range of components advances all types of communication and collaboration, and doesn't force an organization to mandate preferred media or devices. Establishing a unified communications roadmap will help Wisconsin government maintain viable communication tools, increase productivity, and control costs.

### **1.5** *CLOUD*

Flexibility and responsiveness also guide Wisconsin's approach toward adoption of cloud services. As described in more detail in Goal 3 – Optimize Infrastructure and Secure Information – state government now offers PaaS (Platform as a Service) to agencies and is rationalizing the enterprise computing environment to make it as cost-effective and agile as possible for agency business customers. This version of a private cloud offers advanced security and service availability tailored for business needs.

The state will incorporate public cloud options when they offer the most efficient service terms and can be harmonized with enterprise security standards. The overall result is a hybrid cloud – an integrated cloud service leveraging both private and public clouds to perform appropriate functions for agencies and the enterprise.

The Division of Enterprise Technology (DET) and its agency partners are developing a cloud management strategy and architecture that will identify and implement the best tools for managing a hybrid cloud infrastructure. These efforts will culminate in the development of enterprise services and product lines to enable cloud services for agency business customers. DET will serve as a broker that provides seamless, cost-effective service offerings, whether the underlying infrastructure resides on-premise at the state data center or with a public cloud.

## 1.6 *LEAN*

Much of the discussion on how to use IT to advance innovation in government naturally centers on tools – tools for administration, communication, research, collaboration, quality control, and other vital activities. And producing cost-effective and reliable tools for these purposes will always be a primary responsibility for IT organizations. But an even more basic ingredient for generating innovation and value is having a unified philosophy for understanding government processes and evaluating government work. Wisconsin found that perspective with Lean Government.

Lean Government, like the private-sector discipline from which it emerged, is a continuous improvement philosophy. Managers, employees, and customers work together in analysis exercises – such as value-stream mapping – designed to improve operational efficiencies and maximize financial savings. By mapping the status quo, everyone works in cooperation to identify and eliminate non-value added steps. The results of Lean are increased efficiencies in services for the customers of state government and a safer, more streamlined workplace for employees.

Based on the recommendation of his Commission on Waste, Fraud and Abuse, Governor Walker issued Executive Order #66, which directs cabinet agencies to implement Lean Government and report their progress. The results have amazed even longtime Lean enthusiasts. In two years, nearly 2,700 employees received Lean training. Agency Lean projects have eliminated more than 600 process steps and saved nearly 117,000 staff hours. Backlogs were reduced by an average of 50 percent, with \$2.3 million generated in hard dollar savings.

Lean Government has energized agencies and reminded staff at all levels of the power of collaboration. With 316 ongoing or planned Lean projects in agencies, IT organizations stand ready to supply the technical support that enables data extractions and drives process improvement, as well as take on Lean projects of their own to enhance service provision.

### *Lean Government in the State of Wisconsin*

- **600** process steps eliminated
- Nearly **117,000** staff hours saved
- Backlogs reduced by **50%**
- **\$2.3** million in savings
- **2,700** employees receiving Lean training
- **316** ongoing or planned projects