State of Louisiana

ARM Handbook

Division of Administration

Office of Technology Services

Version 1.0

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Approval

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ARM Handbook Change Log

The ARM Handbook is considered a "living document" and will be reviewed by the Chief Information Officer and designees on a regular cadence (annually at most) to ensure relevance and accuracy in our ever-evolving business and information technology environments. All modifications / additions will be documented in this Change Log.

Date	Author	Description
7/1/2020	D. Moore	Publication of original version.

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Introduction and Overview

Background

The Office of Technology Services was created by Act 712 of the 2014 Regular Legislative Session, providing authority to the State Chief Information Officer to oversee operations of information technology and information resources, as well as providing for additional duties and responsibilities for establishing and coordinating all information technology systems and services across the executive branch of state government, including:
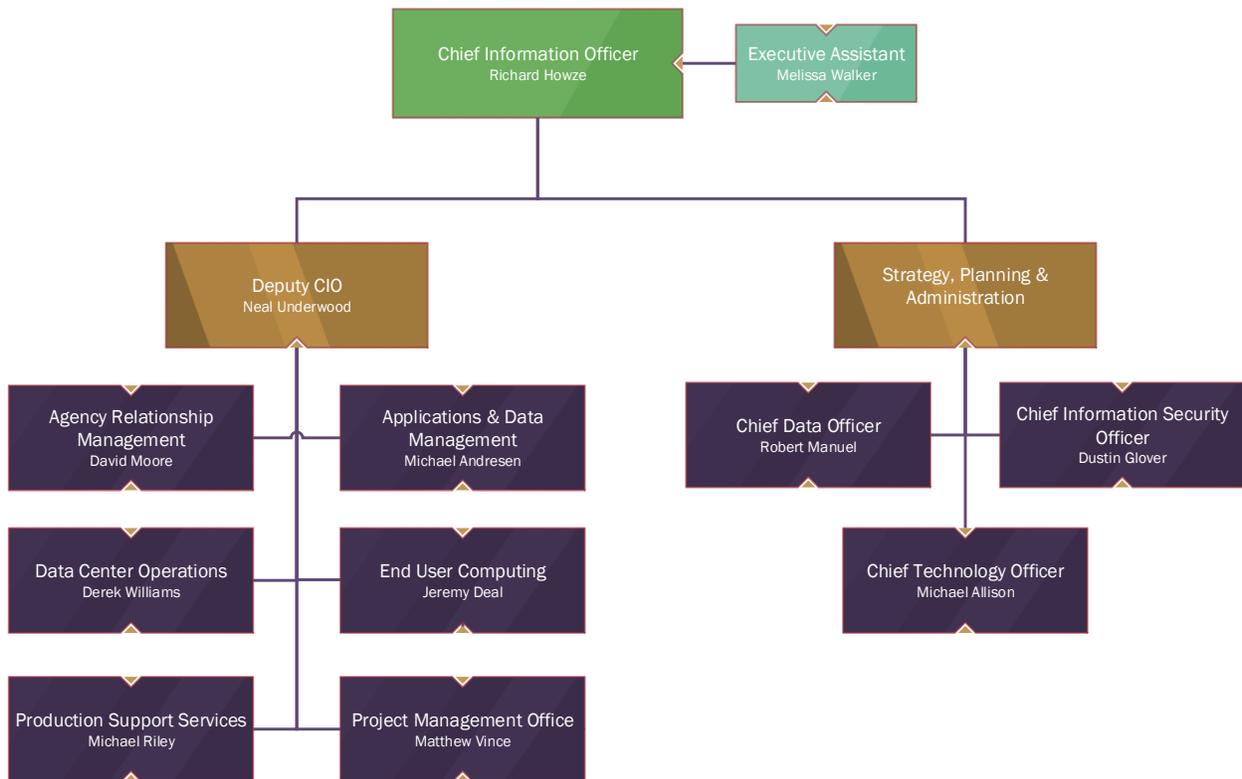
- Acting as the sole centralized customer for the acquisition, billing and record keeping of information technology systems or services provided to the state agencies,
- Reviewing, coordinating, approving, or disapproving requests by state agencies for information technology procurement,
- Providing for the establishment of master purchase contracts for equipment provided by individual manufacturers.

As a result of this legislation, the Office of Technology Services was created on July 1, 2014 to provide information technology services and support to the executive branch of state government, which includes the following departments and offices, servicing more than 30,000 state employees in over 700 locations statewide:

- *Alcohol and Tobacco Control*
- *Coastal Protection & Restoration Authority*
- *Dept. of Children & Family Services*
- *Dept. of Corrections*
- *Dept. of Education*
- *Dept. of Environmental Quality*
- *Dept. of Health*
- *Dept. of Natural Resources*
- *Dept. of Revenue*
- *Dept. of Transportation & Development*
- *Dept. of Veterans Affairs*
- *Dept. of Wildlife & Fisheries*
- *Division of Administration*
- *Governor's Office of Elderly Affairs*
- *Governor's Office of Homeland Security & Emergency Preparedness*
- *Louisiana Economic Development*
- *Louisiana Tax Commission*
- *Louisiana Workforce Commission*
- *Office of Community Development / Disaster Recovery Unit*
- *Office of Financial Institutions*
- *Office of Group Benefits*
- *Office of Juvenile Justice*
- *Office of the State Fire Marshall*
- *Office of the State Inspector General*

Organization & Executive Team

The Office of Technology Services is organized as follows:

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                    ┌─────────────────────────┐     ┌─────────────────────┐
                    │ Chief Information Officer│─────│ Executive Assistant │
                    │      Richard Howze       │     │    Melissa Walker    │
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                              │
            ┌─────────────────┴──────────────────────────────┐
    ┌───────────────┐                            ┌──────────────────────────┐
    │  Deputy CIO   │                            │ Strategy, Planning &      │
    │ Neal Underwood│                            │   Administration          │
    └───────────────┘                            └──────────────────────────┘
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Agency Relationship Management — David Moore	Applications & Data Management — Michael Andresen
Data Center Operations — Derek Williams	End User Computing — Jeremy Deal
Production Support Services — Michael Riley	Project Management Office — Matthew Vince

| Chief Data Officer — Robert Manuel | Chief Information Security Officer — Dustin Glover |
| | Chief Technology Officer — Michael Allison |

Purpose

The Agency Relationship Management section is primarily focused on customer service, with a staff of 14 Agency Relationship Managers (ARMs) assigned to and co-located with the state departments and offices serviced by the Office of Technology Services. The ARMs' primary responsibility is to facilitate the relationships between the OTS Operational Units and its partner agencies, through strategic planning, communications, an in-depth understanding of both the partner agencies' business objectives and OTS' service offerings and capabilities, and a thorough awareness of the partner agencies portfolio of IT systems.

Communications is a key factor in the effectiveness of an ARM: it is critical for an ARM to have open channels of communications with both the partner agencies' executive team and key program managers and OTS' executive team and key technology managers. Without these communication links, it is impossible for the ARMs to align the business needs with OTS' service offerings and capabilities, which is critical in OTS' ability to satisfy its partner agencies.

Key Terms / Acronyms / Definitions

ARM: Agency Relationship Manager.

BRM: Business Relationship Management.

BRM Institute: Business Relationship Management Institute, the governing body of the principles of business relationship management.

EOC: Emergency Operations Center.

ESA: Enterprise Staff Augmentation, OTS' primary method to augment its staff in the support and delivery of services to its partner agencies.

IT: Information Technology.

NOC: Network Operations Center, OTS' primary tool to escalate critical issues to the highest alert, ensuring maximum effort to issue resolution.

OSP: Office of State Procurement.

OTS: Office of Technology Services.

PST: Procurement Support Team.

RFP: Request for Proposal.

SLE: Service Level Expectation.

TORFR: Task Order Request for Response, in regards to the Enterprise Staff Augmentation process.

The Evolution of OTS Agency Relationship Management

The Deloitte IT Consolidation Plan

In the 2014 Deloitte IT Consolidation Plan, Agency Relationship Management was described at a high-level as "Creates a direct interface for engaging with customers, gathering agency requirements, managing and coordinating for solutions and supporting service quality".

In the same plan, the key responsibilities for "Business Relationship Manager" were listed as:

- Acts as a key point of IT engagement for business customers
- Identifies customer needs and ensures that the IT service provider is able to meet these needs as the business needs change over time
- Brings innovation, ideas, and clarity to business users
- Coordinates with IT groups to develop optimal resolutions to business needs
- Sets strategic direction and forward thinking for services to be provided to agencies.

Deloitte also listed the Key Elements and Features attributed to the "Business Relationship Management" functional unit within the Agency Relationship Management discipline as:

- Supports service strategy:
  - o Identifies stakeholders and specify strategic requirements and funding to provide business case for potential opportunities to the IT organization
- Facilitates service design:
  - o Validates customer requirements and ensures customer involvement in design activities
- Coordinates service transition:
  - o Coordinates customer involvement in service transition processes and ensures validation of release schedules
  - o Plans, directs and coordinates the development and distribution of informational material about IT services to agencies
  - o Communicates the scope, performance metrics, objectives, cost and roles and responsibilities of services to end users
- Supports service operations:
  - o Maintains the business relationships between Central IT and the departments to enable better linkage between IT as a service provider and the customer at the strategic and tactical levels
  - o Provides the key point of contact for agencies to provide direct support for agency IT operations
  - o Communicates scheduled outages, updates on major incidents

- Drives continuous service improvement:
  - Develops, negotiates, maintains and monitors shared service level agreements with agencies
  - Reports service performance, facilitates reviews on ability to meet strategic objectives and initiate service improvement plans
  - Evaluates and responds to customer satisfaction through service reviews, customer feedback and service level monitoring.

The Transition to a Centralized IT Organization

Upon its creation on July 1, 2014, the Office of Technology Services was immediately confronted with a myriad of challenges that included, but were not limited to, the following:

- A major campaign explaining the IT Consolidation and how it would impact partner agencies' IT services and support model
- The selection of the OTS Executive Management Team and the organization of each of the OTS organizational disciplines
- A major re-organization effort to assign the IT workforce appropriately across the OTS organizational disciplines
- Maintaining IT operations and major initiatives that were underway during the consolidation process
- The conversion of IT contracts and procurement/ renewals from the partner agencies to OTS
- The transition to a cost-recovery status, requiring the invoicing and payment processing for partner agencies.

For the Agency Relationship Management discipline, the Director was selected in November 2014 and the selection of the Agency Relationship Managers (ARM's) were complete in the Spring 2015. While the ARM's were initially aware of the goals set forth by the Deloitte plan, the reality was that a major part of the ARMs' job was immediately focused on maintaining timely IT support and response to the partner agencies during the lengthy re-organization and transition period. Secondary to this, ARM's were then quickly consumed with IT product and service renewals and procurements, as well as assisting the partner agencies with the reconciliation of the OTS invoices, so OTS could process agency payments in a timely manner and, in turn, pay its bills.

As OTS matured as an organization, ARM's continued to fill any role or take on any responsibility that was needed by the partner agencies or by the OTS operational units. If the partner agencies needed an advocate to ensure the OTS operational units were providing the proper amount of attention to an issue or initiative, ARM's worked their internal channels in

OTS to push the matter. If OTS was planning firewall or network maintenance that would impact system availability, ARM's scheduled and coordinated maintenance windows with the partner agencies to minimize end-user impacts. If a hurricane threatened the Louisiana coastline or widespread flooding impacted dozens of parishes, ARM's manned the EOC's and coordinated technology support to ensure emergency operations could continue without interruption. Essentially, ARMs filled any type of role, when called upon, to ensure the partner agencies could continue to deliver their mandated services to its constituencies without interruptions caused by OTS-supported technologies, as indicated from this inventory of responsibilities developed by the ARMs in early 2019:

RELATIONSHIP MANAGEMENT	CONTRACTS
Single OTS Point of Contact for Agency	Drafting IT solicitations
Communications with Agency Executives	Gathering SOW details for IT solicitations
Communications with OTS Executives	Coordinating OSP review of IT solicitations
Communications with Vendors / Contractors	Represent OTS / agency before PST for proposals
Communications with Agency Users / OTS staff	Coordinate proposal review / award process
Developing expertise in Agency Business Processes	Participate on proposal review / award team
Representing Agency with external orgs (e.g. IRS)	Prepare Task Order RFR's for ESA award
Collaborating with Business in Strategic Planning	Participate on ESA Task Order award team
Collaborating with Business on Cost Savings options	Draft / process contracts
Collaborating with OTS sections on Service Offerings	Represent OTS / Agency before PST for contracts
Developing awareness of Agency IT Portfolios	Manage Contractors / Vendors
Participating in Product Demo's with Agencies	Participate in Data Sharing initiatives
Collecting OTS Performance Feedback from Agencies	Participate in MOU development / execution
	Monitor Contractor burn rate vs. max contract value
SUPPORT	
First Responder to support Agency Executives	**MISCELLANEOUS**
First Responder in support of critical agency issues	Coordinate EOC staffing / response plans
NOC Event / Communications Coordinator	Support Agency EOC during activations
Tracking of Agency VIP support tickets	Preparing / coordinating Fiscal Notes
Following up on Procurement / Lease tickets	Managing Projects unsupported by OTS PMO
Following up on Support tickets assigned to OTS	Engaging OTS EUC on behalf of agency as needed
Firewall / Network maintenance coordinators	Engaging OTS APPDM on behalf of agency as needed
Milestone tracking on Infrastructure initiatives	Engaging OTS DCO on behalf of agency as needed
Documenting agency-specific issues / resolutions	Engaging InfoSec on behalf of agency as needed
Escalating Service Desk tickets as needed	Participate in OTS / Agency audits
	Assist with end-user support as needed
FINANCIAL	Pick up / Install IT equipment as needed
OTS Invoice Reconciliation / Payment Processing	Asset Tracking for OTS and Agency assets
Validating / Approving vendor invoices	Coordinate mass communications for agency
IT Budget Forecasting for Agencies	Provide packing slips to OTS Receiving
IT Procurements: evaluations / quotes / tickets	Coordinate delivery of IT equipment for agencies
Research / Recommend IT products for Agencies	Prepare procurement tickets on behalf of agency
Annual IT Renewals / Payment processing	Management of servers / UPS / generators
	Management of MiFi / cell phones for agencies

Recognizing that each ARM is one-deep (or solely responsible for his/her assigned partner agencies), OTS began evaluating the Business Relationship Management methodology, as a means of transitioning ARM's from their evolved status to a set of roles and responsibilities that is more aligned with industry best practices and Deloitte's IT Consolidation Plan. We quickly identified the BRM Institute as the governing authority over the BRM discipline and began learning the industry-recognized best practices in business relationship management, so we could apply those that make sense in our environment.

Tenants of Business Relationship Management

The BRM Institute defines the role of the Business Relationship Manager as:

> *The business relationship manager (BRM) is a senior-level, strategic business partner who shares ownership for both business strategy and business value results. The BRM owns executive-level relationships and serves as a single point of focus, working to converge functions such as IT, HR, finance, etc. and one or more lines of business or value streams. This is achieved by stimulating, surfacing, and shaping demand for capabilities and assets, in addition to ensuring that the potential business value from those capabilities and assets are captured, optimized, and recognized.*

> *Through effective relationship management capabilities as defined by BRM Institute, the BRM contributes to the business partner leadership team by actively partnering with business peers to determine strategic direction. They work to identify ways in which the BRM's function can support and advance business objectives.*

> *Additionally, the BRM shapes business demand into supply by (1) partnering with appropriate resources to facilitate the creation of idea documents, business cases, and value plans; (2) ensuring value optimization and communications; and (3) enabling continuous improvement in all areas and people around them.*

The key concept in this lengthy description in the OTS implementation of the role is the stimulating, surfacing and shaping demand for capabilities and assets. In other words, the OTS ARM is responsible for helping the partner agencies prioritize ideas / initiatives that bring the most value to the business and then, aligning these business needs of the partner agencies with the capabilities of the operational units of OTS. We do this by developing trusting relationships with key partner agency stakeholders, developing thorough knowledge of the partner agencies strategic objectives and mandated responsibilities, maintaining an in-depth understanding of OTS capabilities and strategic directions, and maintaining oversight of all of the IT systems and software applications that support each partner agency's business functions.

The BRM Institute provides a great deal of guidance on key responsibilities and skills for the BRM role. It classifies Key Responsibilities and Skill requirements, as follows:

- Strategic Partnering and Strategy
  - Coach business leaders and articulating the needs that will advance business performance;
  - Partner with enterprise architecture to develop and maintain multi-year capability roadmaps;
  - Partner with change management teams to ensure effective business transformation for all initiatives;
  - Partner with the PMO to ensure a healthy and well-managed investment portfolio;
  - Partner with business leadership to plan new joint initiatives, evaluate proposals, and determine how they fit into business capability roadmaps and priorities;
  - Identify and integrate business partners' long-range plans into business capability roadmaps and priorities, as appropriate;
  - Focus on business value rather than solutions to develop ideas, including digital awareness, risk assessments, business continuity, and business capability requirements;
  - Build and manage the relationship team to ensure convergence and strategic partnering with the business partner team;
  - Advocate for an awareness and focus on business partner strategic plans.
- Partnership and Relationship Management
  - Develop a deep knowledge of the business partner's business unit and build positive relationship development, both horizontally and vertically;
  - Ensure project and initiative progress, including consistent and effective communication. This includes managing escalation and avoiding risk;
  - Educate business partners about processes, roles, and capabilities;
  - Establish communication processes across business functions;
  - Measure and communicate business value realized with the business partner on a periodic basis.

- Skill Requirements
    - Relationship-Building: Ability to listen, build rapport, and credibility as a strategic partner vertically within the business unit, as well as with leadership and functional teams;
    - Strategic thinker: Ability to map joint organizational vision and long-term thinking, imagination, and idea-generation;
    - Energy, focus, assertiveness, and diplomacy: Knowing when to push an agenda and when to let a situation develop, rest, or advance;
    - Highly developed communication skills: Ability and comfort working at executive levels;
    - Highly skilled and experienced at negotiating conflict and problem-solving to achieve win-win outcomes at executive levels;
    - Exceptional ability to lead change using positive and collaborative methods;
    - Ability to influence and break down silos within an organization as well as across organizations;
    - Must have and maintain business credibility with the business community;
    - Must demonstrate business acumen in business and function disciplines;
    - Understand and integrate business strategies and trends in technology to deliver value;
    - Be able to influence others, using personal rather than positional power;
    - Strong communication skills in writing, speaking and presenting;
    - Outstanding end customer / consumer relationship skills;
    - Strong humility, listening, creativity, and negotiation skills;
    - Accept ownership.

The key responsibilities and skills provided by the BRM Institute represent those that would be present in a fully matured and tightly implemented IT service provider. While OTS has made great strides in establishing effective and consistent policies, processes and services during its brief existence, we have not yet achieved the organizational maturity that will provide us the opportunity to implement the ARM role according to all of the requirements set forth above. In other words, it remains necessary for the ARMs to fill gaps within our organization on a daily basis to assure timely and effective delivery of OTS services. It is our goal to grow as a section within a more mature organization to solely focus on the requirements listed above.

OTS Agency Relationship Management Responsibilities – Current State

OTS ARMs have been informally described as a three-headed monster: part Inside Sales Rep, part OTS Service Delivery Coordinator and part Portfolio Manager.

- **Inside Sales Representatives** traditionally become aware of the business needs and align products and services offered by the associated service provider to address those needs. In OTS' case, when we become aware of prioritized business needs, we may "in-source" a solution – that is, provide a solution with existing staff and technologies that already exist in our environment – or out-source the solution, by procuring augmented staff and/or commercially available software or hardware to address the business needs. From the partner agency perspective, this should be transparent, as both approaches provide timely and cost-effective solutions that meet the needs of the partner agencies.

- The **OTS Service Delivery Coordinator** responsibility reflects the fact that the ARM section is a non-operational section of OTS, in that ARMs do not manage complex projects, monitor the network, support the infrastructure, maintain the applications, support the end-users or administer security privileges. The other OTS sections – Data Center Operations, Applications and Data Management, End User Computing, Production Support Services, Information Security and the Project Management Office – are responsible for the aforementioned tasks. But, as an advocate for the partner agencies, the ARM will work internal networks to assure the OTS operational units are allocating their resources appropriately to address the concerns of the partner agencies.

- The **Portfolio Manager** aspect of the ARM role is that we need to understand the business needs and IT offerings holistically, so we can minimize the time and effort required to align the business needs of partner agencies with the service offerings of the operational units of OTS. By constantly communicating with both the businesses' executive management team and the leadership teams of the other sections of OTS, we sharpen our ability to effectively align solutions to business needs.

More specifically, the current state of OTS Agency Relationship Management responsibilities are to be identified form the perspectives of:

- Business Alignment
- Provider Alignment
- Enterprise Operations Tasks

Business Alignment

This section will define the OTS Agency Relationship Managers' responsibilities from the perspective of the partner agency. The intent is to provide a complete inventory of responsibilities here, but the ARMs understand that extraordinary events will occur that result in sudden and/or critical interactions between the partner agencies and OTS and the ARMs will lead, coordinate, participate, and communicate as needed when called upon.

Strategic Responsibilities

- **Business IQ** – It is incumbent upon the OTS ARM to develop an in-depth understanding of business of partner agencies. The better developed Business IQ, the more effective we can be in supporting the IT needs of our partner agencies.
- **Business Process Expertise** – Our partner agencies provide services to its constituencies through various business processes, the majority of which are supported by IT systems. The better we understand the critical business processes of our partner agencies, the better prepared we are to coordinate IT service delivery effectively and efficiently.
- **IT Portfolio Awareness** – OTS maintains a portfolio of applications and solutions that support the business processes of our partner agencies. An in-depth awareness of these portfolios allow us to align new initiatives with current or planned OTS service offerings.
- **OTS Point of Contact** – OTS is a large organization, with over 750 IT resources, working across the various OTS operational units. The OTS ARM is uniquely qualified to be the official point of contact between the partner agencies and OTS, due to our knowledge of the partner agency business needs and our awareness of the multitude of OTS service offerings.
- **OTS Service Assessment** – To better service our partner agencies, OTS requires formal service assessments by the Agency Executives. The OTS ARM is responsible for disseminating a semi-annual survey in January and July of each year to our partner agencies and providing the resulting assessments to OTS Executives for their review and responses.
- **Strategic Alignment of Business Requirements with OTS Solutions** – The partner agencies have current and planned business requirements; OTS has current and planned service offerings. The OTS ARM is responsible for aligning the two, to provide partner agencies with viable IT solutions and services in the most efficient time periods.

Operational Responsibilities

- **Communications: OTS Liaison with Agency Executives** – The OTS ARM is considered the OTS Point of Contact for Partner Agency Executives and is standing by to both advance Partner Agency strategic initiatives and address Partner Agency concerns.
- **Communications: OTS Liaison with Agency Program Staff / End-Users** – Although Agency Program Staff / End-Users have alternative OTS touchpoints to contact, the OTS ARM can be utilized to collaborate on IT solutions for issues that are in need of resolution.
- **Communications: OTS Liaison with Agency for System Issues or Maintenance** - Although Partner Agencies have contacts within the OTS Operational Units, the OTS ARM can be utilized to address IT concerns that are not being resolved according to OTS Service Level Expectations.
- **Emergency Operations: OTS Liaison for EOC Activations** – The OTS ARM represents OTS within Partner Agency EOC's, in support of their assigned Emergency Support Functions.
- **Emergency Operations: OTS Coordinator for EOC Response Plans** – The OTS ARM is responsible for the IT staffing and support plans for Partner Agency EOC's.
- **System Outages: OTS First Responder** – While the Partner Agencies should utilize the OTS Service Desk to report outages for critical systems, the OTS ARM can be utilized to contact appropriate OTS resources within personal networks to ensure system outages are being worked aggressively.
- **Financials: OTS Liaison for OTS Invoices** – As a Cost Recovery Organization, OTS issues invoices to partner agencies for services rendered during the monthly billing cycle. If the partner agency has questions regarding the OTS Invoice, the OTS ARM can pursue a response if initial OTS Invoice resources have failed to provide an appropriate response.
- **Financials: OTS Liaison of OTS Lines of Service** – OTS operates a number of "Lines of Services" to provide enterprise solutions to its partner agencies. The OTS ARM is standing by to provide insights into what a Line of Service includes.
- **Financials: IT Renewals Coordinator** – Generally, the IT systems that support the partner agency business will rely on products and services that are not included in OTS Lines of Service. The OTS ARM is responsible for renewing the vendor agreements that support such IT systems.
- **Financials: IT Procurements Coordinator** – The OTS ARM is responsible for managing the procurement cycle for partner agencies, including any of the following: gathering business requirements, assessing solutions, requesting quotes and entering the procurement request.
- **Solicitations: RFP Development Process Participant** – The OTS ARM is generally experienced in RFP development and can offer assistance in the development of these instruments, when called upon.

- **Solicitations: RFP Publication / Award Process Participant** – The OTS ARM is generally experienced in the RFP Processing steps and can offer assistance in the publication and processing of these instruments. Similarly, we can offer our services, when called upon, to serve on Selection Committees, because of our Business IQ and technical acumen.
- **Solicitations: PST Presentation Participant** – The OSP PST is responsible for ensuring RFP's and Contracts align with State Procurement Law and requires OTS representation for all RFP's and Contracts presented to its body; the OTS ARM is the default technical representative for this responsibility.
- **Audits: OTS Liaison for Agency Audits** – Partner agencies are consistently audited by federal and state entities, often requiring participation from OTS on technology-related concerns. The OTS ARM is to serve as the initial OTS contact for such requests.

Provider Alignment

This section will define the OTS Agency Relationship Managers' responsibilities from the perspective of the Office of Technology Services. Again, the intent is to provide a complete inventory of responsibilities here, but the ARMs understand and expect to be called upon to collaborate with the OTS operational units on extraordinary tasks that resolve issues that threaten the stability and availability of the systems that support the business of our partner agencies.

Strategic Responsibilities

- **OTS Service Model Expertise** – The OTS ARM must understand the OTS Service Model to be able to address the concerns of the partner agencies when service level expectations come into question.
- **OTS Service Offerings Expertise** – The OTS ARM must understand the OTS Service Offerings of each OTS operational unit to be able to respond appropriately to partner agency concerns and / or strategic needs.
- **OTS Service Performance Monitoring** - As the IT Service Provider for its partner agencies, it is critical for OTS to meet or surpass the Service Level Expectations that are established for each OTS service offering. The OTS ARM is responsible for reviewing SLE issues and collaborating with the operational units of OTS to implement corrective actions, to ensure SLE achievement.
- **Partner Agency Point of Contact for IT Topics** – The OTS operational sections are frequently required to implement enterprise solutions that will improve efficiencies and safeguard data. When these actions impact partner agency operations, it is the responsibility of the OTS ARM to disseminate the required information to partner agency executive teams, so the partner agencies are aware of such actions.
- **Strategic Plan Awareness of OTS** – As the primary link between the partner agencies and OTS, it is critical that the OTS ARM is thoroughly aware of the OTS Strategic Plan and the objectives that have been identified that will help us achieve these goals.

Operational Responsibilities

- **Communications: Partner Agency Liaison with OTS Executive Staff** – The OTS ARM is a seasoned IT professional, who is capable of advancing OTS policies and process, while considering the Partner Agency perspective.

- **Communications: Partner Agency Liaison with Operational OTS Sections** – As an advocate for the Partner Agencies, the OTS ARM maintains awareness of the capabilities of the OTS operational units and how future plans will impact the partner agencies.

- **Emergency Operations: OTS Coordinator for EOC Activations** – Many partner agencies have Emergency Support Function responsibilities and the OTS ARM is responsible for coordinating the OTS support activities upon EOC activations.

- **System Outages: NOC Event / Communications Coordinator** – In the event of a critical service interruption, the OTS ARM is responsible for declaring a NOC event and coordinating a response for the affected partner agencies, on behalf of OTS.

- **Solicitations: ESA TORFR Development** – OTS relies on its Enterprise Staff Augmentation contract to support the operations of partner agency systems and the OTS ARM is responsible for the development of the solicitations that are used to secure such resources.

- **Solicitations: ESA TORFR Award Participant** – As the TORFR originator, the OTS ARM is responsible for the awarding of the TORFR's, according to the award processes established by OTS.

- **Management: Maintain Log of OTS' Quick Wins** – As a means of tracking OTS successes, the OTS ARM should maintain a log of unconventional requests (requests that are made outside of projects or the ticketing system) that are satisfied on an ad-hoc basis, to the benefit of the partner agencies.

- **Management: Maintain Log of Active Projects that Benefit Partner Agencies** – As a means of maintaining awareness of all formal partner agency projects, the OTS ARM should maintain a log of all active projects that are currently impacting the partner agencies.

Enterprise Operations Tasks

In addition to the aforementioned Business Alignment and Provider Alignment tasks, ARMs are responsible for the tasks listed in this section that are critical to support the OTS Enterprise. While this is intended to be a complete list of such responsibilities, the ARMs stand ready to address other tasks – both cyclical and occasional – as directed by the State CIO or in partnership with the OTS Operational Units.

- **Financials: Gather Quotes for IT Renewals** – The OTS ARM is responsible for maintaining a log for annual renewals and obtaining quotes from vendors to allow for the required products and licenses to be renewed without an interruption in support.
- **Financials: Gather Quotes for IT Procurements** – The OTS ARM is responsible for reviewing and assessing partner agency requests for software / hardware / equipment, before requesting quotes for requests that align with the OTS Enterprise strategy.
- **Financials: Enter Renewal Tickets in Procurement System** – It is critical for the software and hardware products / licenses remain current and in-effect for the systems that support the business of our partner agencies and the OTS ARM is responsible for ensuring that these renewals are entered and processed in the Ivanti Procurement system.
- **Financials: Enter Procurement Tickets in Procurement System** – It is similarly critical that the OTS ARM enter / approve Ivanti Procurement tickets for IT-related purchases throughout the year.
- **Financials: Maintain Log of Annual Renewals for Partner Agencies** – To ensure renewals are processed effectively, the OTS ARM should track the annual renewals to ensure PO's are generated and vendors are paid for critical software and hardware products / licenses.
- **Financials: Maintain Log of Procurements for Partner Agencies** – Similarly, the OTS ARM should track procurements to ensure requested IT-related purchases are effectively completed, the products received, and the purchasing process documentation is completed.
- **Financials: Verify and Approve Contractor Invoices** – OTS relies on contractors for a variety of tasks, in support of our partner agencies. When these contractors invoice for their services, it is incumbent of the OTS ARM to verify the accuracy of the invoice and approve for payment.
- **Financials: Assist with OTS Invoice Reconciliation for Partner Agencies** – When called upon by the partner agencies, the OTS ARM is responsible for reviewing the OTS invoice and its supporting documentation, to help address any questions or discrepancies reported by our partner agencies.

- **Financials: Support OTS Invoice Team with Collections from Partner Agencies** – On occasion, our partner agencies are late in paying their OTS invoices, which results in cash-flow issues for OTS, given our cost-recovery status. In these situations, it is critical for the OTS ARM to work with our partner agencies to remove any barriers that may be inhibiting payment of the OTS invoice.
- **Management: Contract Management, as needed** – Again, OTS relies on contractors for a variety of tasks, in support of our partner agencies, and, at times, it will fall on the OTS ARM to manage the contracts that govern such work.
- **Management: Contractor / Vendor Management, as needed** – Similarly, when the OTS operational units lack the resources to manage the contractors and vendors that provide critical services to our partner agencies, it will fall on the OTS ARM to manage such resources.
- **Management: Task Order Management, as needed** – Some OTS contracts require Task Orders to be issued to address specific Statements of Work and, when the OTS operational units lack the resources to manage these Task Orders, it will fall on the OTS ARM to manage these task orders.
- **Management: Project Management, as needed** – At any given time, there are scores of projects in some stage of the process, from planning through close-out; when the OTS operational units lack the resources to manage such projects, it will fall on the OTS ARM to assume this responsibility.

OTS Agency Relationship Management Responsibilities – Future State

The future state of OTS Agency Relationship Management is to facilitate the alignment between the Partner Agencies and OTS into a true ***strategic partnership***. We have outlined the following performance levels and competencies for the ARMs to master to facilitate this alignment, while acknowledging that these achievements may not be linear; rather the ARM may achieve an Expert level in one competency, while still being at a Basic level in another.

Basic Performance Level
- Strategic Partnering Competency:
    - Meet and form relationships with Business Partners
    - Review existing projects and work with OTS Operational Units to ensure execution
    - Assist Partner Agencies with multi-year strategic plans
    - Assist in aligning OTS strategy with Partner Agencies
    - Assist Partner Agencies with business case creation
    - Domicile with Partner Agency while having open communications with OTS Operational Unit staff who directly support Partner Agencies
- Business IQ Competency:
    - Attend Partner Agencies' management meetings
    - Attend Partner Agencies' Business & Industry conferences
    - Meet and form relationships with Business Partners
    - Spend time with Partner Agencies' program staff and management
    - Assist Partner Agencies with multi-year strategic plans
    - Assist Partner Agencies with business case creation
- Portfolio Management Competency:
    - Assist Partner Agencies in building business cases
    - Prioritize active projects
    - Define value of a project
    - Track state of Value Management Plan
- Provider Domain Competency:
    - Explain BRM role to OTS Operational Unit staff
    - Represent OTS with the Partner Agencies served
- Business Transition Management Competency:
    - Participate with OTS Operational Units on a major change effort impacting the Partner Agencies
    - Deliver a basic business transition management overview to Partner Agencies
    - Complete a track record of change assessment with OTS
- Powerful Communications Competency:
    - Articulate ARM and OTS accomplishments for Partner Agencies' lines of business
    - Facilitate semi-annual Partner Agency Service Assessments of OTS performance
    - Document and confirm the Partner Agencies' three-to-five year strategies.

Competent Performance Level

- Strategic Partnering Competency:
    - Attend Director-level strategic planning meetings
    - Align change management and project management for projects
    - Assist Partner Agencies with value life-cycle management
    - Influence OTS leadership to approve new initiatives
    - Manage Business analysts as direct reports
    - Dotted line reporting to Partner Agencies' Program Directors
    - Domicile with Partner Agency
- Business IQ Competency:
    - Present at Partner Agencies' management meetings
    - Present at Partner Agencies' Business & Industry conferences
    - Lead or participate in Partner Agencies' initiatives
    - Attend Director-level strategic planning meetings
    - Domicile with Partner Agency
- Portfolio Management Competency:
    - Present business cases jointly with Partner Agencies
    - Prioritize current year projects
    - Influence Directors for initiative support
    - Facilitate IT Budget discussions between Partner Agencies and OTS
    - Define Key Performance Indicators for a Partner Agency line of business
- Provider Domain Competency:
    - Work with OTS Operational Units to build three-to-five year strategy and capability roadmap
    - Assist OTS Operational Units with prioritization of efforts
    - Sell the value of OTS services
- Business Transition Management Competency:
    - Obtain training in change management methodologies
    - Conduct a "lessons learned" review of past change initiatives
    - Outline the Business Transition Management deliverables that should take place during each step in the idea-to-solution implementation cycle
    - Gain familiarity with the attributes of an effective change leader and the tools to assess change leadership
- Powerful Communications Competency:
    - Address, when challenged, why a three-to-five year strategy is of value when OTS is unable to meet current project commitments
    - Present or defend the full value life-cycle of an initiative
    - Lobby executives for their support for a major initiative
    - Explain to the CIO and Partner Agency Executives the value of the BRM role
    - Build consensus and establish a sense of urgency with OTS Operational Unit team members.

Expert Performance Level

- Strategic Partnering Competency:
    - Attend executive strategic planning meetings
    - Influence the CIO to align with new initiatives
    - Facilitate meetings between Partner Agency leadership and OTS Operational Unit leadership to remove barriers and resolve misalignment
    - Convince Partner Agency or OTS leaders of the value of the ARM Team
    - Manage ARM staff as direct reports
- Business IQ Competency:
    - Facilitate Partner Agencies' strategy planning
    - Facilitate business capability roadmapping
    - Lead or participate in Partner Agencies' initiatives
    - Attend executive strategic planning meetings
- Portfolio Management Competency:
    - Present business cases on behalf of Partner Agencies
    - Prioritize three year strategic project roadmap
    - Influence Senior executives for initiative support
    - Plan IT Budget for the next three years
    - Define full value management plan
- Provider Domain Competency:
    - Explain the value of the OTS Program and Project Approval process
    - Defend the OTS Program and Project Approval process – not a roadblock to execution
    - Align OTS strategy with Partner Agency strategy
- Business Transition Management Competency:
    - Join professional associations that focus on the work of business transition and organizational change
    - Create a network of change leaders and establish "leading the change" work sessions to help them work together on transition issues
    - De the lead for a Partner Agency side of a major transition
- Powerful Communications Competency:
    - Present a value achieved by the full ARM Team and Partner agency on a quarterly or annual basis
    - Present the value added to the State by an entire OTS Operational Unit on a quarterly or annual basis
    - Defend the investment and value delivered for the full ARM team
    - Present a complete OTS three-to-five year service and delivery strategy aligned to Partner Agency needs.

This transformation process will require a pivot point that will vary from partner agency to partner agency. Essentially, this pivot point will occur upon the demand of the partner agency executive leadership's desire to grow its relationship with OTS into a true Strategic Partner.

ARM Tools and Resources

Partner Agency Service Assessment (PASA)

The Partner Agency Service Assessment provides the key Partner Agency stakeholder with an opportunity to review, assess, and comment on OTS performance on a semi-annual basis (January and July of each calendar year). As the review period approaches, the OTS ARM will engage the key Partner Agency stakeholder to request their participation in this process. The completed forms are provided to the State CIO for review and consideration.

Customer Agency Portfolio Tracking and Verification (CAPTIVE)

The CAPTIVE Form is an internal OTS document that provides OTS the opportunity to log and track projects impacting the IT systems that support the Partner Agencies business. The CAPTIVE Form is a living document that is constantly updated and is accessible by OTS Executive Management at all times, providing the CIO with instantaneous access to the following information for each active initiative:

- Initiative Name
- Initiative Description
- OTS ARM
- OTS Project Manager / Owner
- Current Status – Overview
- Accomplishments of Last 30 Days
- Plans for Next 30 Days
- Current Risks / Issues
- Latest Update Date

OTS ARMs may alternatively maintain a list of project status in a format more preferable to the individual ARM.

Quick Wins Log (QWL)

The QWL is an internal OTS document that provides OTS Executive Management with a list of completed tasks that were completed in a short timeframe to the benefit of the Partner Agency. This document provides the following information:

- Task Name
- Task Description
- OTS ARM
- OTS Resource(s) contributing to a Quick Win
- Benefit to the Partner Agency

OTS ARMs may alternatively maintain a list of quick wins in a format more preferable to the individual ARM.

IT Renewal Log (ITRL)

The ITRL is an internal OTS document that allows the OTS ARM to track the IT renewals that are processed each year to ensure uninterrupted operations of the Partner Agencies. Among the fields recorded in this document are:

- Vendor: Company, Address, URL
- Vendor Contact: Name, Phone Number, Email Address
- Product Name
- Current Year Renewal
    - Ivanti Renewal Number
    - PO Number
    - Cost
- Previous Year Renewal
    - Ivanti Renewal Number
    - PO Number
    - Cost

Project Management Documentation

Due to capacity limitations on the OTS Project Management Office (PMO), OTS ARMs will provide project management services, as needed, to ensure IT projects that will benefit the Partner Agencies are completed according to projected costs, time and scopes.

OTS ARMs are veteran IT professionals who possess significant experience in project management. However, in that they can only dedicate a small portion of their time to developing formal project artifacts, OTS has elected to provide ARMs with guidance provided by Kiron Bondale in his article titled "The Project Management Famous Five":

1. **Project Charter:** this provides formal authorization for the project and will help align key stakeholders with the expected outcomes of the project.
2. **Approved Plan:** this clearly states what will be delivered by the project, along with timelines, methodologies, resources and budget. It is critical to include objective project completion and project success criteria in the approved plan.
3. **Current Forecast:** this will track the progress for each of the key elements of the Approved Plan – deliverables, timelines, methodologies, resources and budget – so stakeholders will know if the project is on-target.
4. **RAID Log:** this will enable the ARMs to document / manage Risks, Actions, Issues and Decisions. If any of the RAID elements are left unmanaged or undocumented, the project will undoubtedly encounter delays.
5. **Closeout Report:** this will formalize the acceptance of a project's deliverables and provide the necessary authority to shut down the project and release its resources.

For projects that require full-time management, the project management responsibility must be passed from the ARM section to the OTS Project Management Office, where a full suite of project management artifacts can be developed and documented.

ARM Resource Recommendations

The OTS Agency Relationship Management resources need to continue to mature their ability to provide effective services to the Partner Agencies, just as OTS needs to continue to mature as an IT Services and Support Organization. The following recommendations should provide the OTS ARM's with the tools and knowledge to better serve our Partner Agencies.

- **BRM Institute**
  - Basic
    - Membership
    - BRM Fundamentals attendance
  - Intermediate
    - BRM Professional training and certification
    - BRM Connect (Annual Conference) attendance
    - BRM Strategic Partnering Approach attendance
    - BRM Becoming a Value-Focused Organization attendance
  - Advanced
    - Certified BRM training and certification

- **Training Recommendations**
  - Basic
    - **Agile Scrum Master training and certification**
    - Project Management training and certification
    - ITIL 4 Foundation training and certification
  - Intermediate
    - ITIL Strategic Leader training and certification
    - Lean Six Sigma Green Belt training and certification
    - Program Management training and certification
  - Advanced
    - ITIL 4 Master training and certification
    - Portfolio Management training and certification