



Agency Relationship Management

Office of Technology Services

DIVISION OF ADMINISTRATION

State of Louisiana

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John Bel Edwards
GOVERNOR

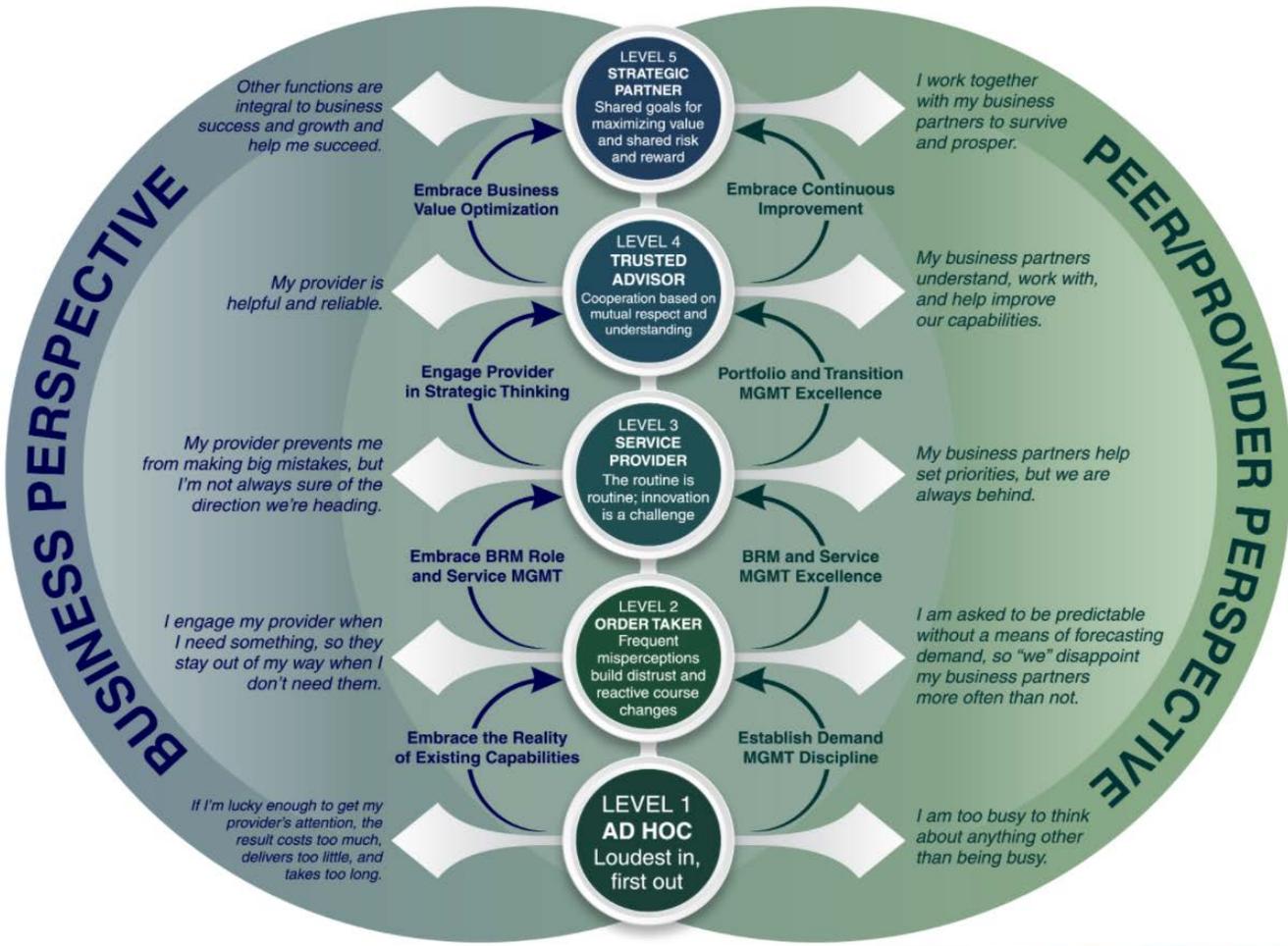
Richard "Dickie" Howze
CHIEF INFORMATION OFFICER

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COMMISSIONER OF ADMINISTRATION



Business Relationship Maturity Model

Where Are We Now?



- OTS provides Information Technology Services to *more than 25 state offices and departments*. As such, the relationships we have with our partner agencies vary.
- If we average our maturity level across all of the businesses, we are in the **Level 2 to Level 3 (of 5)** maturity range.

OTS Agency Relationship Managers are prepared to advance the maturity of our relationships!

ARM Concepts

- The Agency Relationship Management Team is the *customer service* wing of the Office of Technology Services (OTS).
- Our goal is *to facilitate a strategic partnership between the Executive Branch State Agencies and OTS.*
- The term *partnership* suggests that *the strategic goals of the state agencies and OTS will converge into one, rather than running on separate, parallel paths.*
- Moving forward, this *convergence* will be at the heart of the OTS Customer Service experience for the state agencies.

What an ARM Is NOT

- **SINGLE POINT OF CONTACT**

If the ARM is viewed as a single point of contact for all IT issues, we simply will not have time to work with the business on a strategic level. We can connect the business with the appropriate OTS resources to address concerns and facilitate communications to ensure concerns are effectively addressed. However, we lack the support staff necessary to guide every concern to a conclusion.

- **GAP FILLER**

In virtually all organizations, there are tasks that need to be completed that are unassigned to either the business or IT service provider. These tasks tend to fall on the ARMs, usually because of our mix of institutional knowledge and IT acumen. But, again, we lack the support staff necessary to guide such tasks to their logical conclusions. Thus, such tasks should be appropriately assigned to other areas.

- **AN IT OPERATIONS RESOURCE**

It's easy for the business executive to reach out to the ARM to solve an operational issue. As stated above, we usually possess a good mix of institutional knowledge and IT acumen, along with a proven history of getting things done. But, we are not operational IT resources – we lack the necessary authorizations to reboot servers, add printers to computing devices and configure firewalls. Thus, such issues should be directed to the appropriate OTS section.

What an ARM Is NOT

- **SOLELY FOCUSED ON IT**

It is critical for an ARM to “toe the tightrope” between IT and the business. We are generally highly experienced IT professionals, and our organizational hierarchy has us reporting to the state Chief Information Officer. However, we must consistently maintain impartiality, as we will lose credibility with the business if we are solely focused on IT.

- **SOLELY FOCUSED ON BUSINESS**

Similarly, we must serve as an advocate for the business, as we negotiate the prioritization of business initiatives with competing IT strategies. But, our credibility with the OTS Executive Team is a critical factor in our long-term effectiveness as the connector between business and IT. This role is certainly complex, but critical to our mutual success.

What an ARM Is

- **BUSINESS EXPERT**

The business of state government is vast. We have ARMs assigned to each partner agency and, to maximize the effectiveness of our collaboration with the business, it is important for us to learn as much about the goals, strategies and priorities of the partner agency as possible. We welcome the opportunity to attend internal meetings with the partner agency and attend training classes and conferences with business resources. The more we know about the businesses and agencies, the better we can partner with them strategically.

- **OTS SERVICES REPRESENTATIVE**

OTS is a complex IT service provider organization, with a traditional CxO structure alongside its Applications Team, Data Center Operations, Information Security, End User Computing and other sections. It supports more than 30,000 users across more than 700 sites, with a mix of technological solutions that span the gambit between cutting-edge and antiquated. ARM awareness of the technological capabilities of OTS is critical as we facilitate the convergence of OTS and partner-agency strategies.

- **HONEST COMMUNICATOR**

Sometimes, the truth hurts. But, it is critical for an ARM to be honest. When tasks are on-track, it's easy and enjoyable to report. When they have run off the rails, it may be tense, but it also provides an opportunity for the business and OTS to work collaboratively to course-correct.

What an ARM Is

- **STRATEGIC PARTNER**

The elusive missing link: ARMs know the business and we know IT. We understand the competing priorities, demands, and, yes, politics of state government. We can push initiatives, garner support and ensure delivery; we can get things done!

- **BUSINESS TRANSITION CONSULTANT**

Change is hard. We have all seen older staff retire, rather than learning a new IT system. ARMs are seasoned professionals who have undoubtedly worked on major IT implementations before. We can work alongside our business and IT partners to ease the transition to modernized IT systems, so the value of these efforts are realized quickly for the business.

- **PORTFOLIO MANAGEMENT ADVISOR**

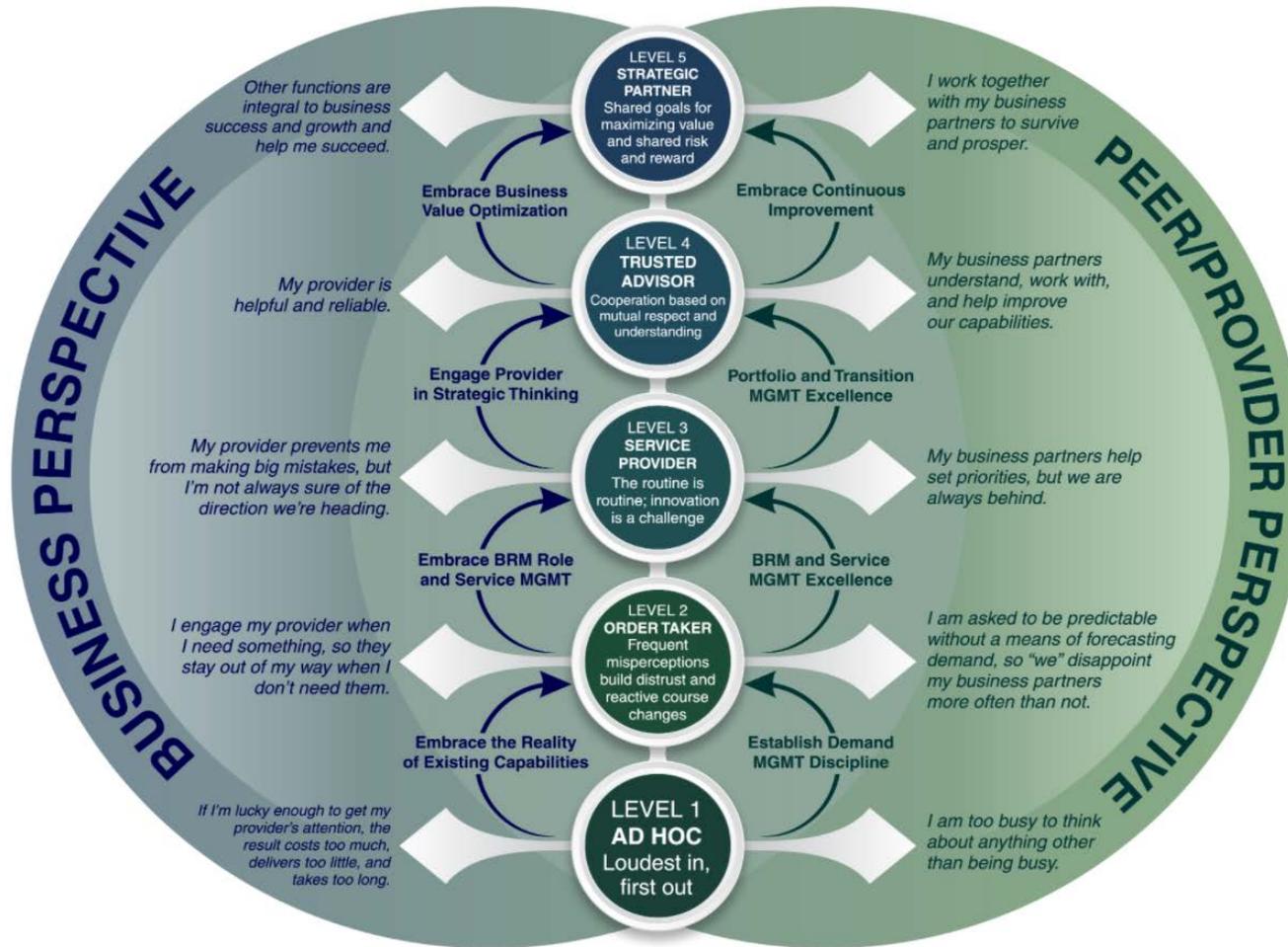
A portfolio of business applications exists for every agency, providing a technology platform that is at the heart of allowing business to be conducted online. The OTS Applications Team and Office of Portfolio & Project Management own the portfolio and its management, but the ARM must work closely with these teams to ensure that new business ideas and initiatives presented by the agency can be considered on the holistic level for its potential impact on the existing business.

Today's request: Help Us Help You

- **AGENCY EXECUTIVES / PROGRAM MANAGERS:** Educate us on your business, strategies, goals, ideas and priorities. Give us a “seat at the table”, so we can help you transition your goals into a reality.
- **OTS EXECUTIVES / SECTION DIRECTORS:** Keep us informed of your long-term and short-term IT technology strategies and initiatives. This updated information will help us improve our service to the business.
- **EVERYONE:** We know OTS and agency executives talk at Undersecretary Meetings, business lunches, happy hours and in many other venues. Please brief your ARMs when commitments are made, issues are escalated, priorities are adjusted and strategies are developed in our absence.

Business Relationship Maturity Model

Where Do We Want To Be?



- Business' and OTS' Goals are the same: We all want to provide our citizens with the most reliable services possible.
- By utilizing the ARMs in a strategic manner, we can push the organizational maturity to the **Level 4 to Level 5** range.

OTS Agency Relationship Managers are prepared to advance the maturity of our relationships!

Thank you, from your OTS ARM Team!

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❖ Brian Bankston: DNR, CPRA	❖ Mark Aubert: LDR, LTC
❖ Brad Coney: LDH	❖ Mark Meng: DOTD
❖ Cindy Hobgood: DCFS, GOEA	❖ Nicholas Joubert: DOC, OJJ
❖ Daniel Smith: DEQ, DVA	❖ Nicolaus James: LED
❖ Danny Ragan: OFI	❖ Robert Klein: DPS, GOHSEP, ATC, OSIG
❖ David Moore: ARM Director	❖ Stacey Morales: LWC
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