How to Evaluate your IT Department

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ICMA
99TH ANNUAL CONFERENCE
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My Background

- New at ICMA (started May 2013)

- 14 Years experience as CIO for Rockville

- 25 total years experience managing IT

- Experienced consultant - conducted IT assessments of city and county governments

- Past presenter at ICMA and other local government-focused conferences

Evaluate – to judge or determine the significant, worth, or quality of

This involves measuring and metrics.

"What gets measured, gets managed"

Peter Drucker

Are you getting good "value" out of your IT Department

- Value can be difficult to quantify

- IT can not always be looked at from an ROI perspective

- Not all measures can be easily compared to other jurisdictions

Start with Management

Is my CIO, IT Director, or IT Manager doing an effective job?

- Are things headed in the right direction?
- Do they understand the goals and strategic priorities of my municipality or county?
- Are they responsive?
- Do they give me the information I need?
- Are service interruptions infrequent?
- Are users satisfied with IT?
- Are IT employees satisfied with their leader?
- Is IT adequately funded?
- Are they keeping up with technology and with deadlines?

Take an Inventory of your IT Dept.

- Gather performance measures and key performance indicators
- Look at benchmarks from similar jurisdictions
- Number of users/number of support staff
- IT Budget/user
- Median response time per support call
- System availability
  - 99% = 87 hours of annual downtime
  - 99.9% = 8.75 hours of annual downtime
  - 99.99% = 52 minutes of annual downtime
- Software upgrades (shouldn't be lagging more than one or two versions behind)

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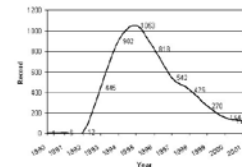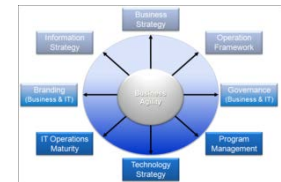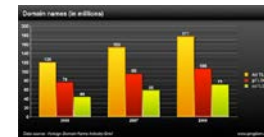
Inventory your IT Department (cont.)

- User satisfaction surveys

- Focus Groups

- Interview key stakeholders at all levels

- Auditors' feedback

- User training

- IT Staff Training and certifications

Inventory your IT Department (Cont.)

- **Technology Innovations**
  - Server and desktop virtualization
  - Support for mobile devices
  - Mobile apps
  - Cloud-based services and SaS (software as a service)
  - ERP or integrated software solution

How to approach this?

In-House

-It's not that hard!

How to approach this?

In-house
- You know your IT department and local government the best
- If on a tight budget, this may be the only option
- Could be led by an assistant or deputy City Manager if they are IT knowledgeable
- Can go at your own pace when the timing is right
- Don't have to go through a formal bidding/RFP process

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How to approach this?

Consultant or Outside Vendor Evaluation

- Can utilize experienced technical experts
- Can be more unbiased
- Can be accomplished more quickly with dedicated resources
- May be able to more easily compare IT Department to other jurisdictions

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Communicate the Findings

- Present to all stakeholders
  - Consider the impact on IT Staff
    - especially with outsourcing, job reductions, or reorgs.
  - Consider the impact on operations
  - Group findings into short-term and long-term
  - Make sure you follow through on the findings
  - If findings have a financial impact – get funds

Implement the findings

- Tackle as many as short-term items quickly

- Put together a project plan for implementing long-term items

- Finding funding where needed

- Employ change management techniques to minimize any negative impact
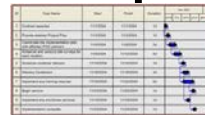
A	Awareness of the need for change
D	Desire to support and participate in the change
K	Knowledge of how to change
A	Ability to implement the change
R	Reinforcement to sustain the change

www.change-management-coach.com

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In Conclusion

- Measure, measure, measure
- Take an inventory of your IT department
- Decide early on whether you are going to go it alone or hire a consultant
- Make your evaluation objective and consider the impact on operations and staff
- Communicate findings to all stakeholders
- Identify Funding Sources (if needed)
- Begin implementing S-T and L-T findings

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Questions/Comments?

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