

Framework for the Future Strategic Plan 2003-2005



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Performance Measures: A report card on ITD's effectiveness

Assessing and communicating the value of IT investments is vital to state government. With IT consuming a larger portion of the state's expenditures, we must develop better ways to measure IT value. Performance measures are the best tool for doing so.

Performance measures are the "vital signs" of an organization. They tell managers and employees what is important and what is getting done.

ITD has begun to implement a performance measurement program that gauges progress and provides direction for accomplishing our mission. In the past, the use of performance measures typically focused on financial results. ITD has taken a broader approach. Our 17 measures address four areas: customers, internal business, innovation & learning, and financials.

The goals outlined in this strategic plan reinforce the four areas of our performance measurement program.

Lawmakers require ITD to maintain performance measures and report on them annually. Legislators are increasingly turning to performance measures to make sure taxpayer dollars are being spent effectively to address the needs of citizens. ITD employees should expect to see more emphasis on this program in your area of work.

Mission

Provide leadership and knowledge to assist our customers in achieving their mission through the innovative use of information technology.

Vision

We see ITD partnering with our customers to proactively develop cost-effective technology solutions.

We see all ITD employees working together in a culture that challenges everyone and fosters creativity.

We see ITD developing and marketing our knowledge and services to create new opportunities.

Guiding Principles

ITD's guiding principles provide the foundation for our organization. They are standards for how employees and managers are expected to act and interact. They provide a goal for how we want ITD to be in the future. Each employee should strive to embody these principles, and challenge management to do the same.

Respect

We treat everyone with dignity and respect. We recognize the importance of balancing work and family.

Success

We will develop the solutions that best address the needs of our state. We are committed to delivering results---on time and within budget.

Teamwork

We recognize ITD's success depends on partnerships and collaboration.

Integrity

We build long-term, lasting relationships through mutual trust. We value open, honest, two-way communication.

Leadership

We encourage initiative and creativity. We are committed to investing in knowledge and expertise. We are driven to continuously improve.

What does this plan mean to you?

I am extremely proud of the talent and exceptional work ethic of ITD employees. In just five years, this organization has evolved from a tech support agency to a visionary, technology leader for state government. This is a credit to each one of you.

As we begin the New Year, it's time to focus again on our mission and plans for the future. To this end, I ask you to read our new Strategic Plan. This is the vision for our organization for the next three years. It helps us set priorities and manage our work.



Curt Wolfe, CIO

The executive management team developed the Strategic Plan. They started by creating a new vision statement and three goals to help us achieve our vision. Together, our vision statement and strategic plan will guide our organization until 2005.

The Strategic Plan is targeted toward all employees and everyone needs to read it and think about how you can help ITD become a better organization. You are vital to ITD's vision. Thank you for your hard work.

More about this document ...

This year's Strategic Plan is a much different format than previous years. It is short, easy to read, and will be used throughout the year to focus our work on these specific goals.

This document provides overall organizational direction. The core of this information is three goals ITD must accomplish to effectively achieve our mission and vision. Missing from this document is an operational plan, which will be created by employees in each division and will outline action steps for accomplishing daily tasks as well as achieving our three goals.

ITD Goals & Objectives

The future of ITD seems simple on the surface: providing technology solutions and services to our customers. Beneath the surface, however, ITD faces the complicated challenge of meeting rapidly growing demands with limited funding. This year, the executive management team took out a clean sheet of paper and created a vision for ITD that takes all these issues into account.

The resulting plan will require more than one year to accomplish and extends through 2005. ITD's vision statement is our target. The goals and objectives outline how we plan to get there. Managers crafted three goals that provide a framework for our work.

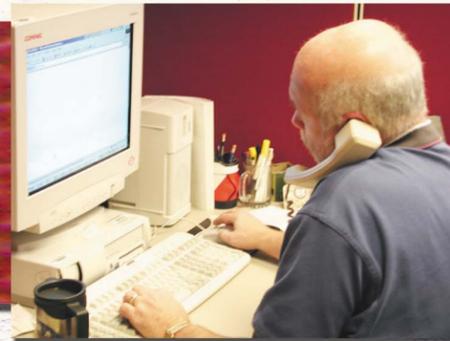


Goal 1 Define and pursue opportunities for creating, expanding, or eliminating services to maximize the value of ITD to government and education.

Championed by: Dean Glatt & Jerry Fossum

Goal 1 Objectives

- 1) Critically evaluate the value of all ITD services to government and education.
- 2) Pursue opportunities to increase the use of existing services offered to our customers.
- 3) Continue to identify and pursue statewide opportunities for sharing infrastructure and providing new services.
- 4) Develop service level objectives for all high priority services.



Goal 2 Manage our resources to improve efficiency and reduce cost.

Championed by: Vern Welder and Nancy Walz

Goal 2 Objectives

- 1) Maximize staff productivity by implementing standard procedures for critical operating processes and developing guidelines for managing meetings.
- 2) Improve ITD performance management and project management processes, and communicate their value to our employees and customers.
- 3) Maintain competitive ITD rates that are less than or equal to benchmarks and meet federal retained earning requirements.
- 4) Hold or reduce costs for hosting and network services while improving service levels.



Goal 3 Provide an employee work environment that invites challenge, inspires innovation, fosters pride, and encourages professional growth.

Championed by: Ardy Pfaff and Dan Sipes

Goal 3 Objectives

- 1) Retain ITD's knowledge and talent by maintaining a high level of employee satisfaction.
- 2) Continue to develop workforce strategies that will support future ITD services.
- 3) Maintain a workforce recruitment process that allows ITD to hire the best and the brightest in a timely fashion.
- 4) Continue to improve upon efforts to recognize and reward employees for their accomplishments.
- 5) Provide a fair and equitable work environment for employees.



"The Information Technology Department strategic plan is published annually. For more information or to request additional copies, please contact: Mike Ressler, 701.328.1000, email: mressler@state.nd.us or Rob Gall, 701.328.1990, email: rgall@state.nd.us. An electronic copy of the ITD strategic plan can be found at www.state.nd.us/itd/"

