

COLORADO

**Governor's Office of
Information Technology**

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OIT Enterprise & Functional Dashboards

Category: State CIO Office Special Recognition

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Contact: Dennis Henry

Strategy & Planning Manager

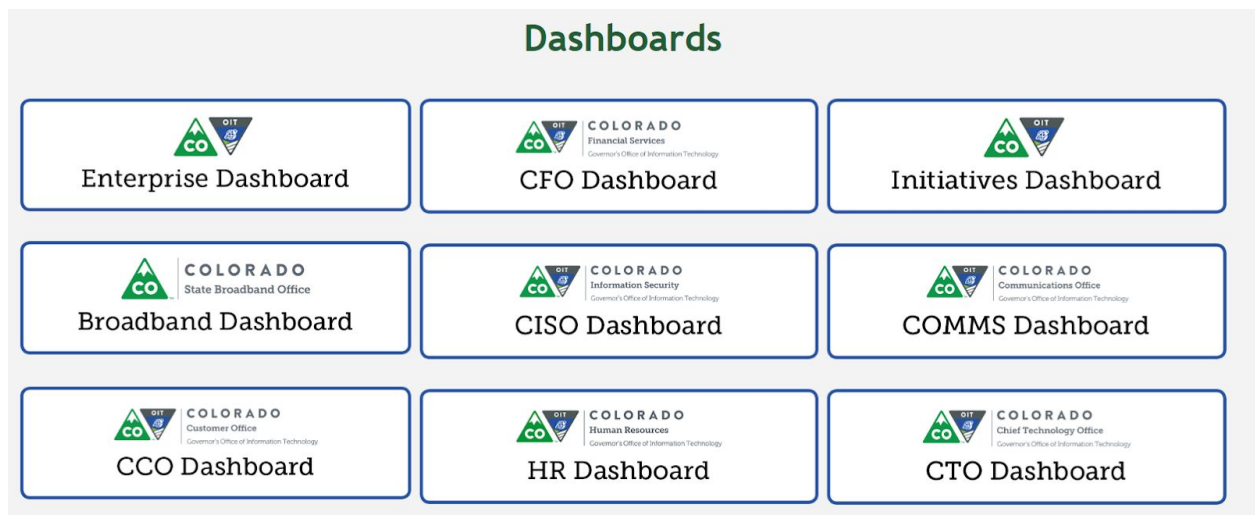
601 E. 18th Avenue, Suite 150, Denver, CO 80203

dennis.henry@state.co.us

Executive Summary

Metrics evolve as much as technology changes, literally daily in some cases. The need to keep pace with these changes led us to improve our own metrics reporting. In the past, the Governor’s Office of Information Technology (OIT) used data sheets to capture these metrics, but we did not have a way to conduct thorough reviews without leafing through multiple tabs of printed data points for each functional area. With the release of Google’s Data Studio, we have been able to create visually dynamic dashboards for each of our functional areas. These dashboards are refreshed monthly on our employee intranet, providing transparency into our goals and progress. Having access to the data in real-time, supports our managers and senior staff in better understanding how the business is moving and allows them to be proactive as they observe trends. Having digital dashboards also allows for mobile access, reducing our carbon footprint.

These dashboards, published on our employee intranet on a monthly basis, are enabling our executives and senior leadership to make informed and valued decisions that assist in boldly moving and maturing the organization forward.



Concept

OIT needs to drive business decisions through meaningful metrics. To make this a reality, we needed a way to display what we want to measure from all levels of the organization in a dynamic digital format. Dashboards provide the ability to effectively monitor business progress toward meeting business objectives. The knowledge gained by monitoring and analyzing real-time business performance metrics can then directly influence individual employee performance.

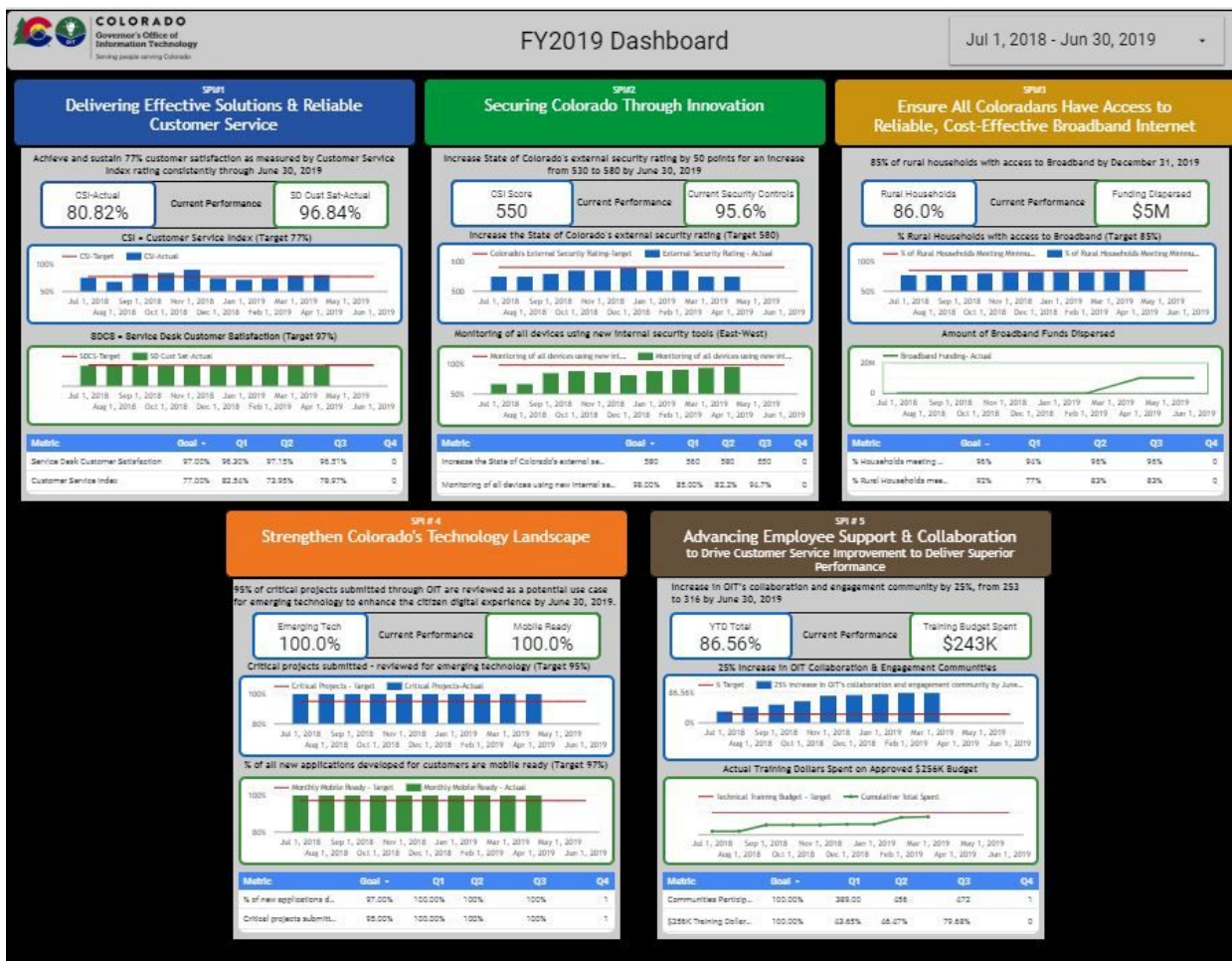
OIT compiles data from every corner of our organization's functional areas, and includes customer experience measures, project management data, incident response information, system availability metrics, and more. Before leveraging digital dashboards, service owners would manually enter performance metrics in spreadsheets lacking validity and was in a format difficult to use for real-time business decisions. This process was extremely cumbersome since more than 40 individual service owners across the organization had access to modify the data. With the implementation of dashboards, and the use of automation with Google Data Studios, teams' performance metrics are now available to the entire organization in an easy to use visual format that allowed for better decision making.

These digital displays are available on OIT's employee intranet for staff to view and download. They are mobile friendly, allowing the enhancement of business decisions to be made in real-time from anywhere leaders have a connection.

In pursuit of continuous quality improvement, the OIT Strategy & Business Operations Team meets monthly with our executive leaders to review any changes, additions, and/or deletions of metrics. We are always looking to better report out on the business performance in meeting business objectives to enable our executive staff and senior leadership to make informed decisions that assist in moving the organization boldly forward.

Significance

The Strategy & Business Operations Team learned Google Data Studio and then applied their newfound knowledge to the reporting process. Google Data Studio uses a visual display of metrics that reads into preformatted Google Sheets that are columned for readability, much like a relational database would be. Each of the functional teams can have their own source sheet; we only need access to a particular cell or cell array within that sheet to pull the data into Data Studio. Inputted data can be read in real-time as soon as the dashboard is refreshed. We were able to fully implement this solution with no additional cost to the organization. The following is an example of an OIT dashboard.



Significant benefits of this solution include:

- Improves government operation (internal) by providing real-time metrics to drive our leadership's decision-making abilities.
- Improves the delivery of services to our customers by letting us know when we are trending down on a particular measure so that we can address those issues before there is a negative impact to our customers or the Coloradans they serve.
- Allows leadership to see where the organization is in real-time to ensure we remain efficient and effective in meeting our business objectives, which in turn will increase the customer experience.
- Transparent display as to how well we are meeting our Service Level Agreements (SLA) and additional performance metrics.
- Improves the Performance team's ability to work collaboratively with cross-functional teams to work towards meeting shared goals.

Impact

Executive and senior leadership are more efficiently and effectively informed about team performance, thus helping to ensure OIT meets customer expectations as well as the demands of the organization. Data Studio is ever evolving, and we have an opportunity to evolve with it to gather and display the results of the hard work our teams perform toward meeting business objectives. The information on the functional dashboards is reflective of collaboration among the service owners of each data point, metrics which then drive decision making within their own teams. Each team's measurements are then rolled up to the executive level.

Not only are the metrics listed within the dashboards directly tied to performance measures and key performance indicators (KPIs) that drive decisions moving the organization boldly forward, but leveraging the dashboards also creates a time saving element. Teams can see their updates in the dashboard as soon as they input their data and refresh the page. Additionally, housing the dashboards in a central location on our intranet, simplifies how and where we organize and store real-time data.