DECISION LENS

The Washington OCIO Establishes a Transparent Process by Using Decision Lens

THE ORGANIZATION

Washington Office of the Chief Information Officer (OCIO). Each fiscal year, Washington State Government spent over $900 million on information technology, and there were about 100 state agencies vying for that funding. The OCIO was charged with ensuring every IT dollar advanced the governor's policy objectives. Projects had to either improve revenue or reduce costs and have a direct and positive impact on citizens or public safety.

THE PROBLEM

NO SYSTEM. There was an immediate problem and a long-term problem. The immediate problem that the CIO needed to create a ranked list of 86 projects and was using a debilitatingly unsophisticated spreadsheet model to do so. The system was too basic to respond to changes in circumstance or provide an accurate picture of the situation. The long-term problem, though, was that there was no transparent and efficient system by which to analyze projects and how they aligned with strategic goals.

THE SOLUTION

DESIGN. The Washington CIO used Decision Lens to fix both their problems. By using the software, their prioritization process was now structured, transparent, and effective. They were able to develop more specific and nuanced criteria and create prioritized lists that were easy to explain and justify. After using Decision Lens, 27 of the 30 top projects on the OCIO list were approved for funding.

THE RESULTS

METAMORPHOSIS. Decision Lens streamlined the IT budgeting proposal process so that it allowed to quickly understand and compare major IT project requests. With Decision Lens handling the underlying architecture, the OCIO focused their efforts on refining the prioritization program, including getting agencies more directly involved in defining the criteria so that the rationale behind them was understood at all levels. The new solution was a huge success, providing stakeholders insight and unprecedented transparency into the budgeting process.