IT Shared Services Transformation

Shared Service Transformation Background

1990s
IT – Data Center, Email, Telecomm/Network

2000-2010
IT – Data Center, Agency IT Consolidation, Shared Services

2010-Present
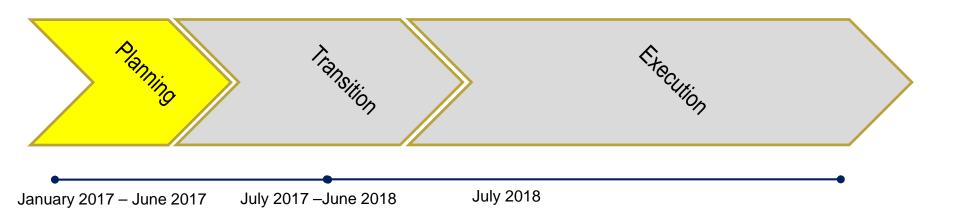IT – Data Center, Agency IT Consolidations, Centers of Excellence

Over the same period, services grew and changed based on federal and technical landscapes (mobile, internet, online services, cybersecurity and GIS).

Organizational changes occurred to support new service delivery as well as some shared services.

Application portfolio grew to over 2000 supporting the enterprise.

Resulting in opportunities to realign the IT service delivery model

Shared Service Timeline

Planning → **Transition** → **Execution**

January 2017 – June 2017   July 2017 –June 2018   July 2018
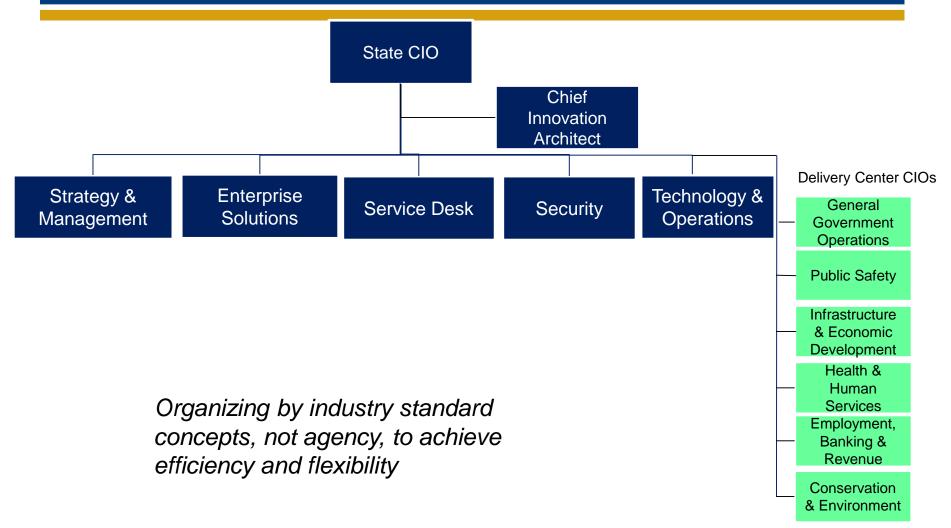
- Planning
  - As-Is Process Design Sessions
  - To-Be Process Design Sessions
  - Future Organizational Structure
  - Governance and Metric Models
  - Employee Town Halls

Assumptions:
1. Align services to ITIL standards
2. Group services to enterprise or business
3. Align business groupings by mission
4. Consolidate complement for resource flexibility
5. Implement multiple tiered governance
6. Align metrics to service catalog

Newly Implemented IT Org Design

State CIO

Chief Innovation Architect

Strategy & Management

Enterprise Solutions

Service Desk

Security

Technology & Operations

Delivery Center CIOs

General Government Operations

Public Safety

Infrastructure & Economic Development

Health & Human Services

Employment, Banking & Revenue

Conservation & Environment

Organizing by industry standard concepts, not agency, to achieve efficiency and flexibility

Shared Services Delivery Centers

General Government

OA*, Office of the Budget, Office of General Counsel, Governor's Office, Lieutenant Governor's Office, Education, General Services, Office of Inspector General, PA Emergency Management (PEMA) HR and PA Commission on Crime and Delinquency (PCCD) HR

Independent boards and commissions currently served by OA OIT will continue.

Public Safety

Corrections, JNET, Probation & Parole, State Police, PCCD IT

Employment, Banking & Revenue

Labor & Industry, Revenue, State, Banking & Securities, Insurance

Health & Human Services

Human Services, Health, Drug & Alcohol Programs, Aging, Military & Veterans Affairs
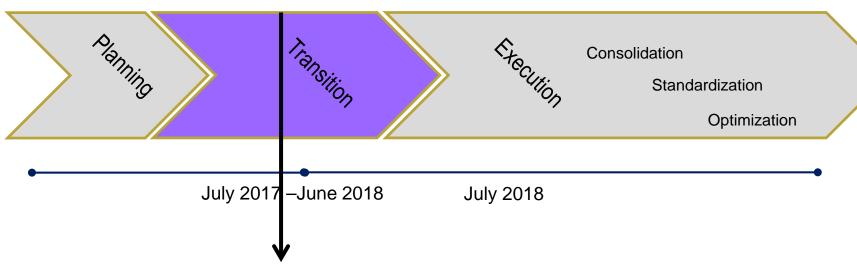
Conservation & Environment

Conservation & Natural Resources, Environmental Protection, Agriculture, Milk Marketing Board, Environmental Hearing Board

Infrastructure & Economic Development

Community & Economic Development, Transportation, PEMA IT

Current Status

Planning | Transition | Execution

Consolidation

Standardization

Optimization

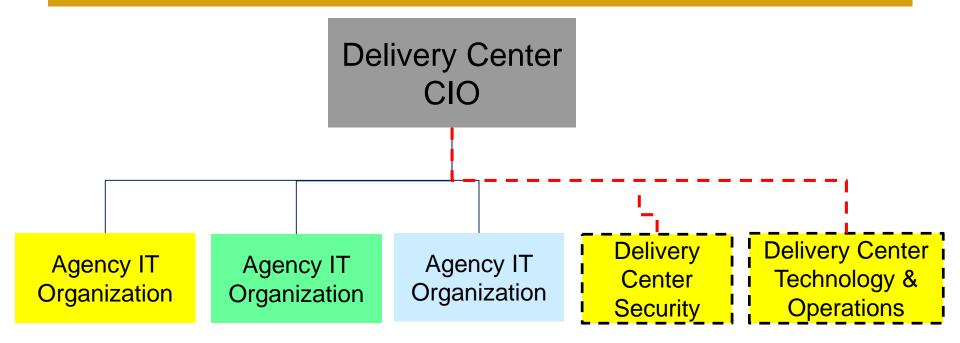July 2017 –June 2018   July 2018

- **Transition Key Activities**
  - July 1 - IT employees transitioned to OA complement
  - Pilot Delivery Center Implementing Future State
  - Delivery Center Governance Scheduled
  - Organizations Transition Planning
  - Implementation of Matrix

- **Transition – What's Next?**
  - Organizations Begin Consolidation
  - Financial model development
  - Governance rollout
  - Metric Rollout

Each Delivery Center CIO will submit a plan
in December 2017 outlining steps to reach the Optimized Design.

Future State: IT Org Design

Aligned by service delivery