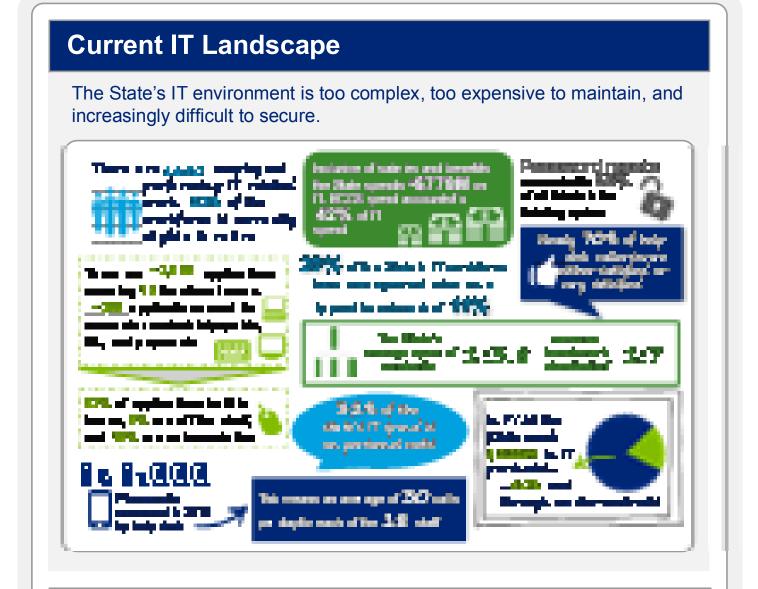
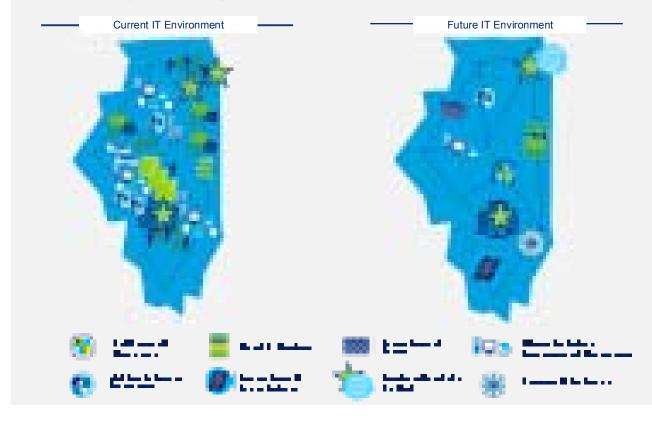


## Change Imperative



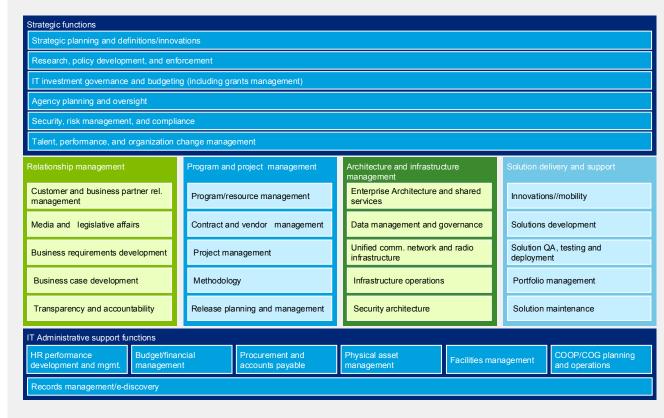
## The Big Picture

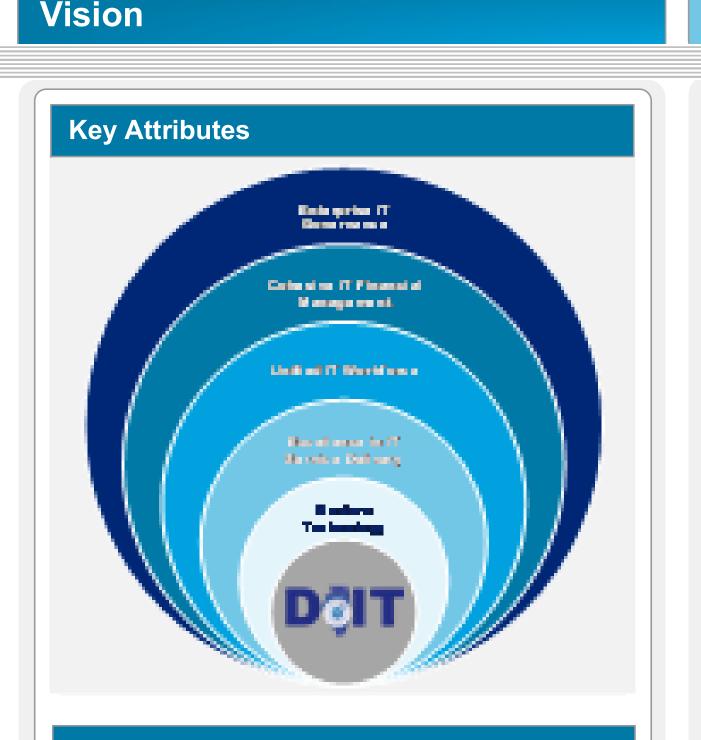
Efficiencies from IT Transformation will enable key reinvestments in a unified IT workforce, modern technology, and higher quality services supported by effective governance and IT operations.



## IT Transformation Framework

The IT Transformation Framework communicates key elements of successful IT services planning and delivery.





## Imagine if..

- ... a citizen could pay taxes, check status of benefits claims and find information on road closures all through a single web portal with consistent look, feel, and user experience
- .. State employees all had the same basic office tools to support every-day work tasks and could sign into State systems with one user name and password
- .. there was a unified IT service desk with industry standard processes providing service consistently to all agencies
- .. Agencies could share information, and improve their ability to provide services holistically to the same individual across

## Accelerating Illinois Modernization

- Leverage and build upon any previously completed work in order to prioritize progress
- Understand and address the risks of a transformation effe of this magnitude to mitigate risks wherever possible
- Be pragmatic and consider constraints of agencies involved
- Strengthen stewardship by unifying technology resources to achieve more with every dollar spent on IT
- Attract high quality and contemporary talent by supporting Itraining and outreach activities across the State
- Advance a high performance culture by delivering a high quality IT services as well as innovative services

# om Today to Tomorrow: Key Gaps to Close

## nt State Summarv

Enterprise Architecture Maturity

Central IT Project and Portfolio

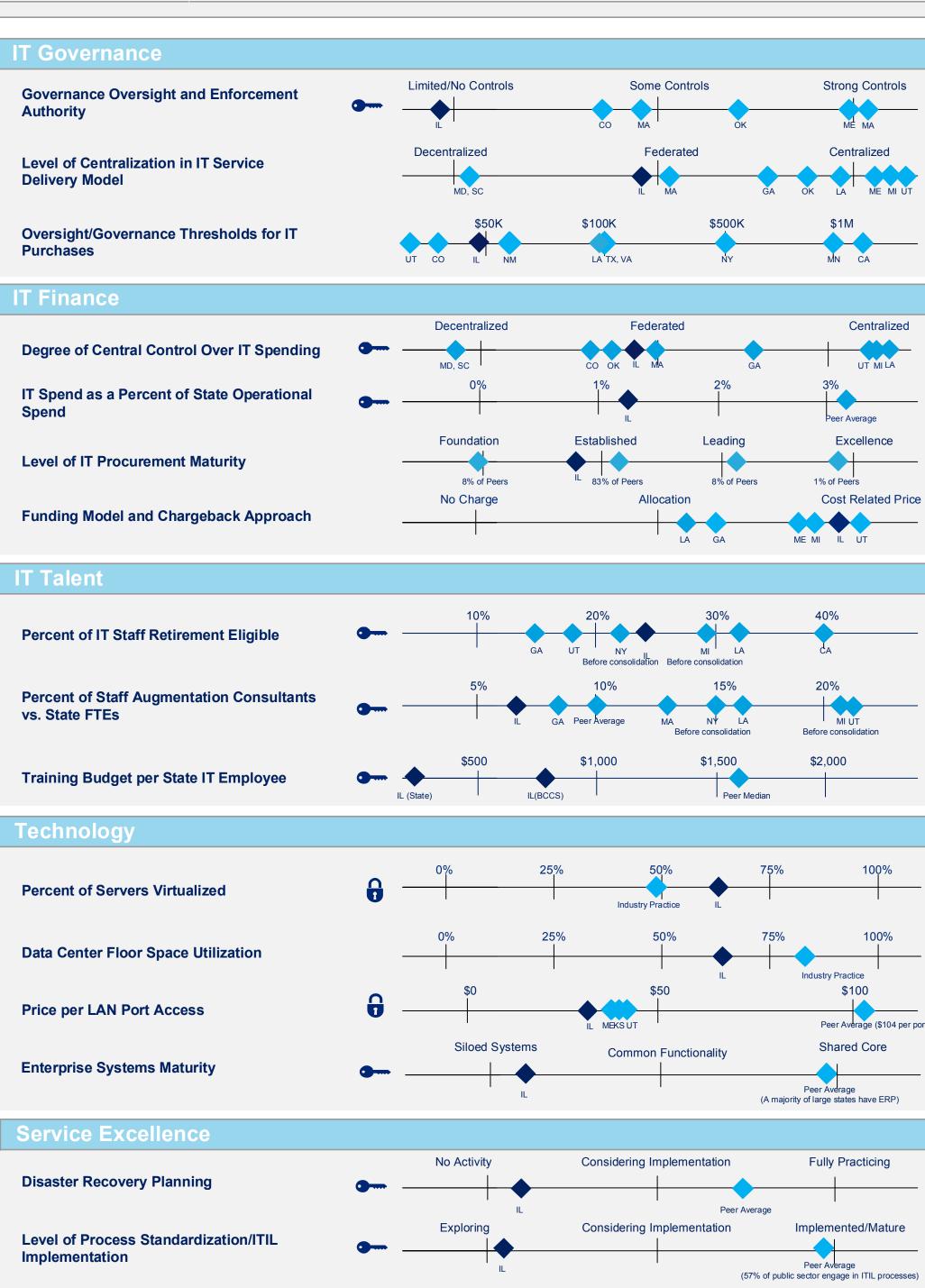
Management Function Maturity

Currently, Illinois' IT environment is federated across dozens of agencies and a central IT group. The lack of central direction has led to duplicative investments and siloed technology.

No Activity Considering Implementation Fully Practicing

No Activity Considering Implementation Fully Practicing

Peer Average (48% of public sector engage in project mgr



The State has a very limited and immature IT governance structure. IT decisions are made primarily by Agencies in siloes, with little regard to reuse of assets and resources. While some agencies have their own internal governance structures and processes, existing centralized processes are not clearly understood or are perceived to add too much time and too little value. Effective State IT organizations have active governance, with clearly delineated authority and responsibilities, and a mix of IT and agency business participants

The current decentralized funding model results in limited coordination, limited ability to procure goods and services collaboratively, and lack of spend visibility. Incremental budgeting approaches has resulted in a lack of wholesale investment in IT. Creating a more holistic approach to IT financial management with central authority can streamline purchases, achieve economies of scale, allow for rationalization of supply base, and enhance the State's ability to make strategic and shared investments.

to fill skills gaps and grow and retain a modern IT workforce.

central management, though there are still agency assets to consolidate. A delivery, and integrated and shared IT assets and tools.

Disaster recovery is not in place for many business critical applications because the service is provided today as optional (not bundled) and has an associated additional chargeback. There is a lack of overall service management process standardization across the State, leading to inconsistent service delivery, and a lack of common service management tools and technology to accurately track and successfully deliver services. There are no standard measurements of service delivery which make it challenging for management to understand the quality and quantity of the services delivered. To achieve its future state vision the State needs to support IT operations with clear and repeatable processes, on which all IT service providers are trained.

# State of Illinois IT Transformation Roadmap

# Future State Approach to Close the Gaps and Achieve the Vision

## Future State Structural Elements

The future state organizational structure is designed based on exploration of thirteen elements common in IT organizational design e IT organization is structured to be modular and mature over time to help to drive continual transformatic



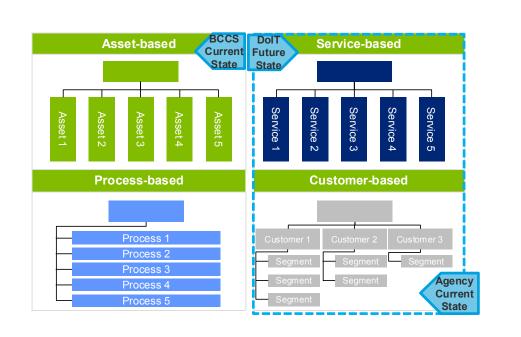
The State's talent challenges stem from siloed and limited resources few staff with modern skills and lack of staffing leverage to fill skill gaps. Spend on IT training is significantly under benchmark so staff are not keeping pace with the speed of technology innovation. The State has significant risks of a brain drain due to a large number of retirement eligible workers. To meet the demands of a rapidly changing IT environment, the State needs a comprehensive talent management approach to build a pipeline of talent,

The State's server virtualization rate is above average at 70%. The State's previous consolidation efforts have brought significant infrastructure under

lack of architecture standards has resulted in a proliferation of differer designs and solutions that must be maintained. A build first strategy has resulted in a large application footprint supporting common business capabilities, with many applications supporting small user populations or built on non-enterprise platforms. To meet future needs, the State should move to model that relies on modern technologies and standard technology

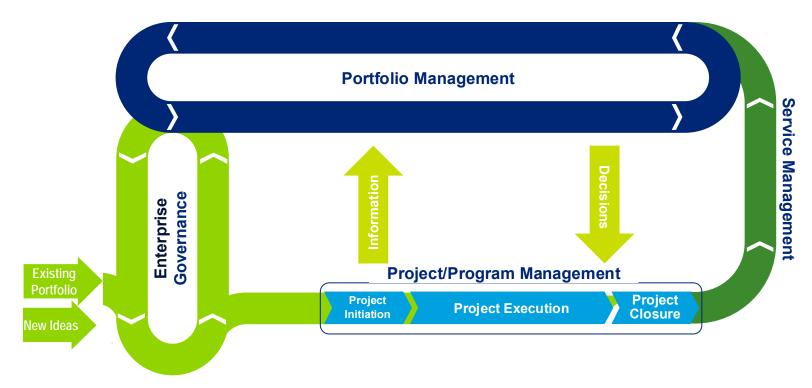


agency edge



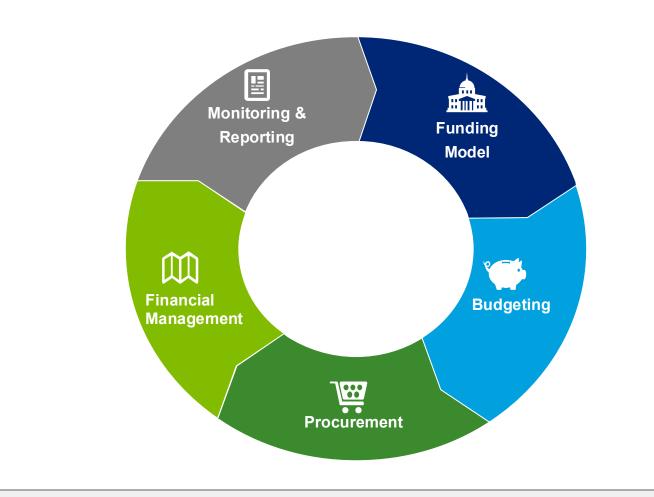
- There are four different orientations an IT organization may have. Today, BCCS operates with an Asset orientation whereas the agency model is customer oriented.
- ne proposed model incorporates two of the prientations, changing as the organization matures.
- age 1: Will remain primarily a customer based orientation simi ne existing agency based model today, only with unified manageme
- **Stage 2:** DoIT will operate as a hybrid of the customer and servic orientations, with a strong focus on customer engagement and orientation towards service delivery
- Stage 3: The organization will move to even more of a service base nodel, keeping the focus on customers, but increasing its drive towards fficient delivery of service excellence

## IT Governance



- Governance Model: Create a three layer collaborative model that integrates and provides clear leadership across strategy, oversight and operations
- Enterprise IT Strategic Planning: Develop a cyclical approach to prioritizing IT investments in alignment with the State's strategic goals
- Portfolio Management: Obtain resources and tools to support insight into and oversight of planned IT efforts for increased resource sharing and collaboration
- IT Standards: Utilize defined technology standards that drive a more modern, unified and streamlined IT environment

## IT Finance



- Funding Model: Develop a cohesive approach to investing in the State's
- Budgeting: Create a collaborative approach to planning for investments that aligns with governance and strategic planning efforts
- Procurement: Redesign procurement processes that support technology modernization and spend management
- Financial Management: Utilize effective management of IT spending
- Monitoring and Reporting: Establish methods that bring insights into and effective oversight across all IT spending

## IT Talent



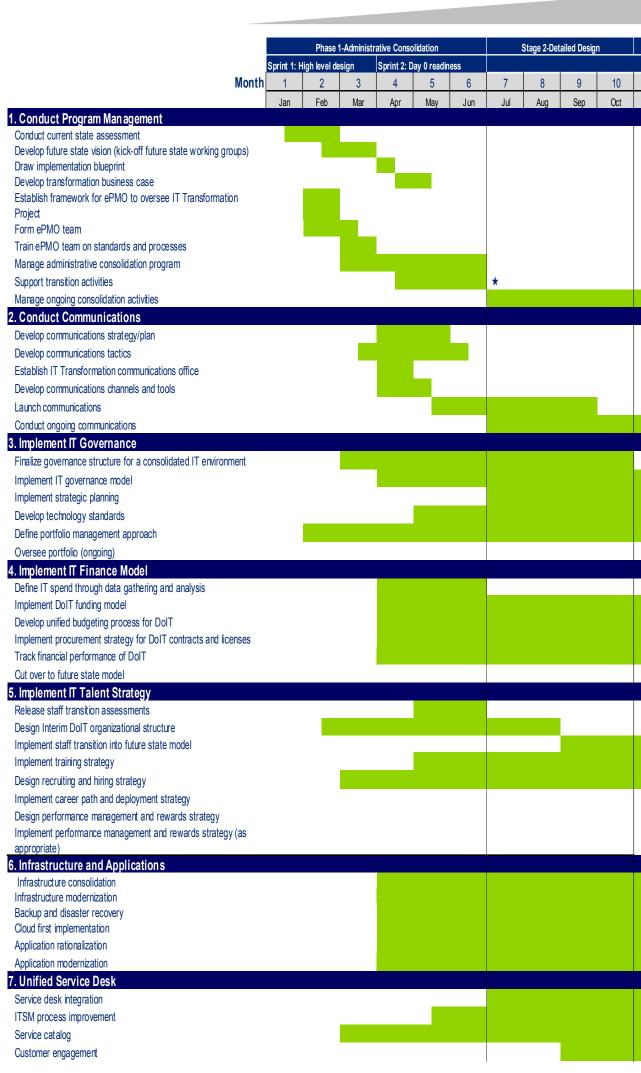
### Key Characteristics

- **Recruiting and Hiring:** Build comprehensive recruiting and onboarding programs to build a sustainable pipeline and fill needed talent gaps
- **Training:** Develop a short-term program to address current state skills gaps and a long-term program with multiple delivery models to support ongoing needs
- functions; build new deployment models and ways of working
- Performance Management and Rewards: Develop new approach to performance management that engages staff, links performance to rewards and reates a culture of performance

## olidation Activities and Milestones

delineate how and where current assets and people will move. All IT assets and staff will be moved in a modular or wave like fashion, helping to minimize disruption to ongoing operations and enable the State to improve the process and results over time.





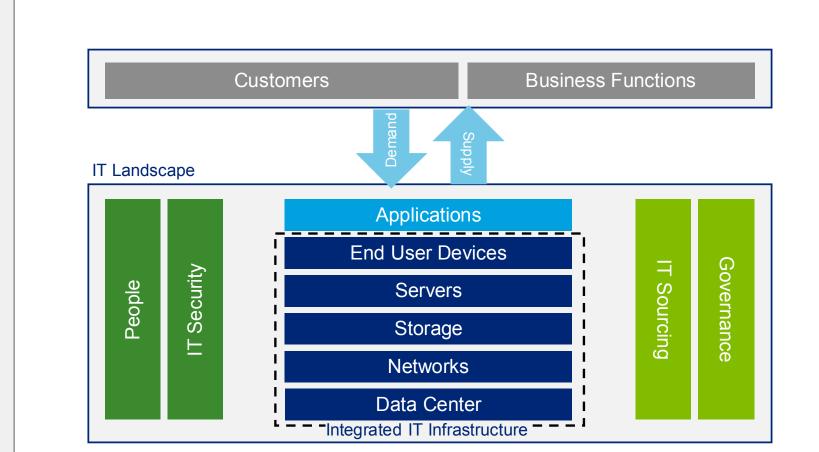
People, process, and technology in scope for IT Transformation will be transitioned with a similar process.



# process includes both detailed design activities and repeatable transition activities. Detailed design activities

Infrastructure

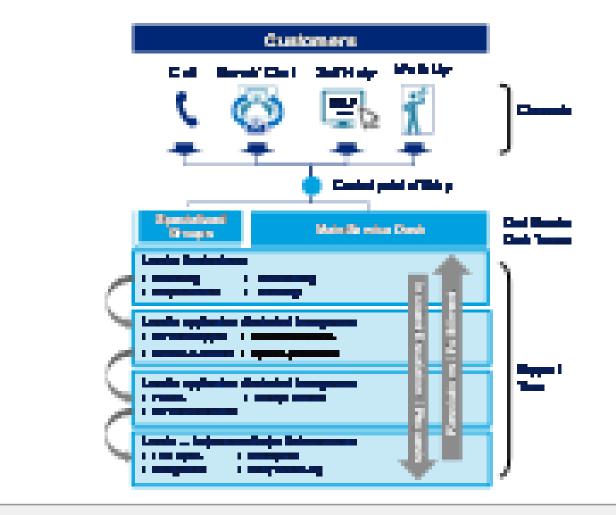
Applications



**Business Value** 

**Re-platform** Re-platform applications with high business value but low technical condition

## Service Excellence



## Key Characteristics

• Infrastructure Consolidation: Continue the effort to consolidate agency IT infrastructure into DoIT in a cohesive manner

**Application Rationalization:** Develop a strategy to improve the existing application portfolio, and reduce functionality overlaps, technical limitations and

**Application Modernization:** Develop a strategy to get the most value from the existing applications over the short, middle, and long terms

Digital Innovation: Create bi-modal IT to build constituent centric platforms and tools and bring innovation into delivery

- Infrastructure Modernization: Modernize DoIT IT infrastructure to create a more secure and scalable IT infrastructure offering
- Backup and Disaster Recovery: Develop robust back up and disaster recover processes to enable rapid response to dynamic changes, limit business impact
- Enterprise Architecture: Develop enterprise architecture to support delivery of modern IT capabilities in a cost effective and secured manner
- Cloud First: Implement a Cloud First strategy to drive modernization into the technology portfolio and reduce the State's physical footprint

## Key Characteristics

- Service Desk Integration: Bring together disparate help desks throughout the state to leverage scale and improve efficiencies of service delivery and support
- **ITSM Process Improvement:** Develop a service mindset and standardize service management processes to drive high quality consistent service delivery
- Service Catalog Management: Implement a unified IT Service Catalog that provides customers with an easy and intuitive way to find the services offered
- Customer Engagement: Put in place a model that builds consistency in customer engagement and better enables DoIT to provide value added services

- **Career Paths and Deployment:** Align to industry standard job families and

# **April 2016**

Deloitte

