

# Learning Lounge: IT Workforce

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# Background

- In 2011, an IT workgroup comprised of agency Commissioners and IT leaders was formed to focus on identifying and addressing IT challenges facing State agencies
- Of major concern: The State of Tennessee had experienced several unacceptable IT project outcomes during the last decade
- The workgroup identified several major trends and set about developing meaningful and actionable solutions

# Problem Statement

Inconsistent approach to agency  
IT classifications, organizational  
structure, processes and results



Challenging IT  
procurement process

Lack of project management  
methodology and experience

# Solution: Next Gen IT Initiative

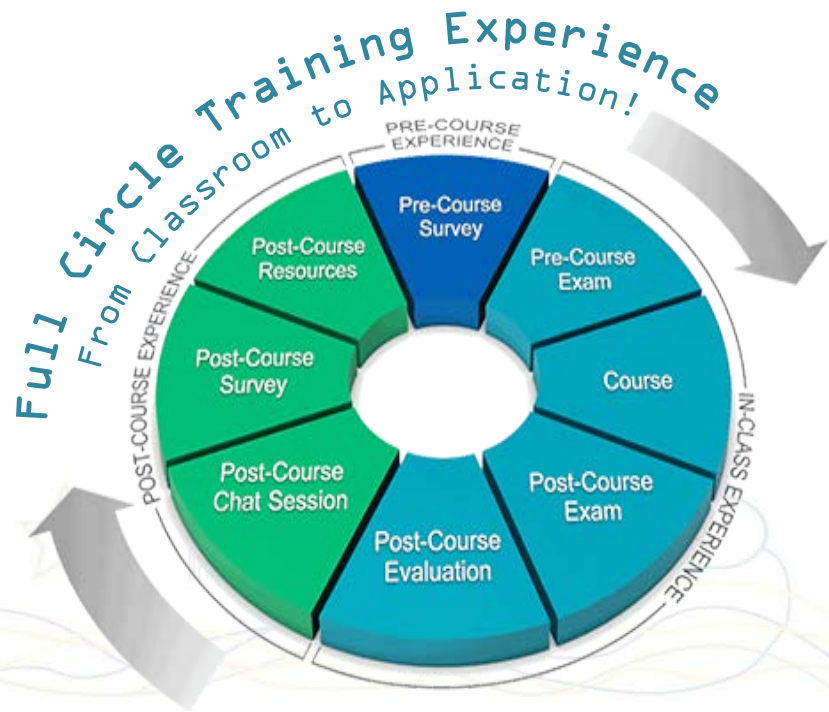
- Created ~50 new IT job classification using IT subject matter experts across state government
- Established a world class IT training program utilizing an IT training partner to help retool our IT workforce
- Partnered with a third party to conduct assessments of 24 IT organizations to evaluate workload and skills then provide recommendations for optimal organization structure



# Solution: IT Academy

Creating a successful\*  
IT Academy training program:

- Curriculums based on the requirements of the Next Gen IT job classifications
- Training approach based on best practices in adult learning that includes an appropriate blend of classroom, online, and self-study
- Development of well-rounded IT professionals and IT leaders (technical training & success skills)



*\*Success is measured by the Kirkpatrick Model, which is the industry standard for evaluating the effectiveness of training programs*

# IT Academy Milestones

*Dec 2013 - Current*

## Program Stats

**5,262 IT Academy Attendees**  
avg 159 attendees per month

**338 IT Academy Events**  
avg 10 events per month

**115 Unique Courses Delivered**  
avg 16 employees per event

**35 different State Agencies**  
enrolled in IT Academy

## Exam Results to Date

**Avg. Pre Course Exam:**  
50.17%

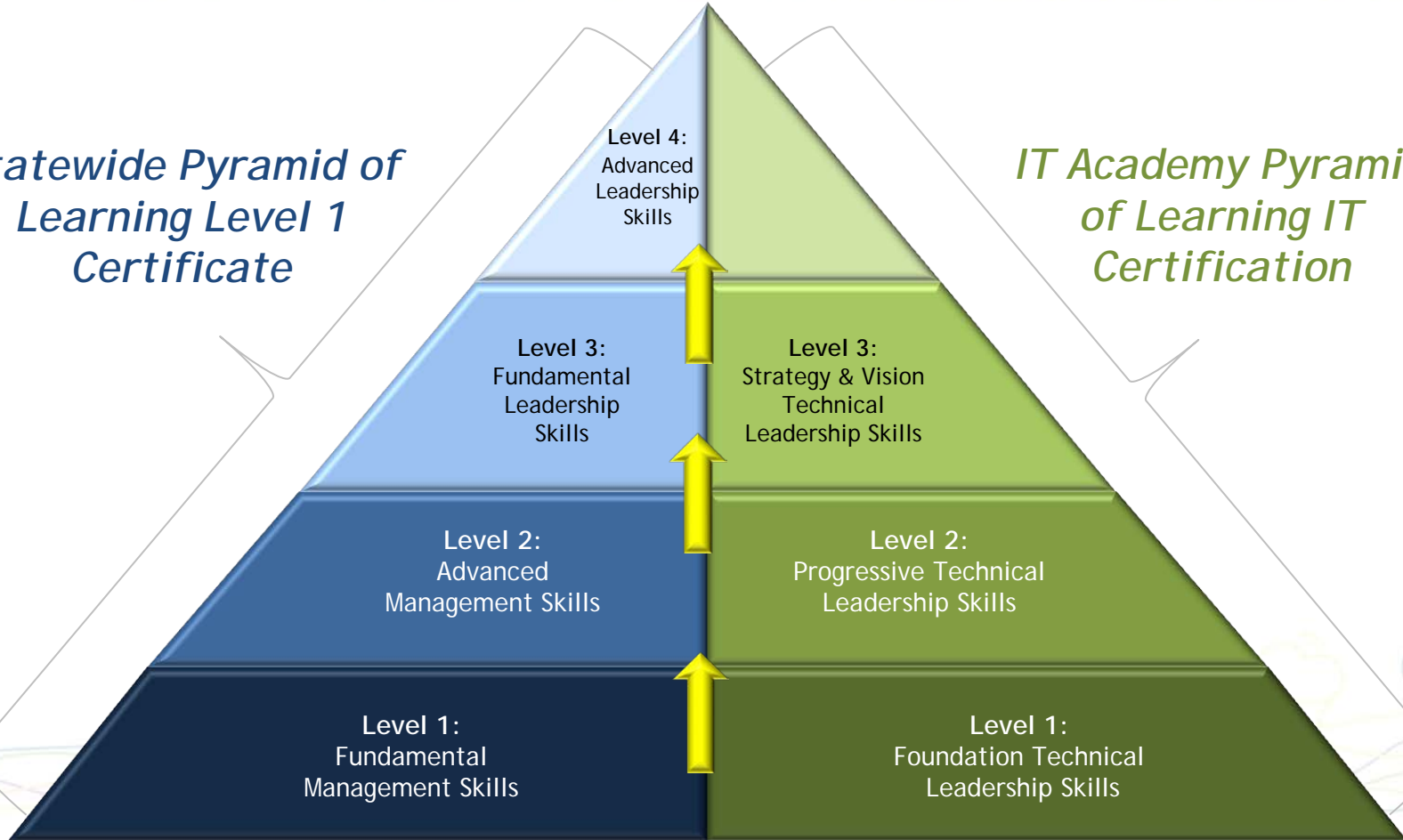
**Avg. Post Course Exam:**  
75.48%

**Avg. Variance:**  
25%

**Industry Standard Variance:**  
15-20%

*Statewide Pyramid of Learning Level 1 Certificate*

*IT Academy Pyramid of Learning IT Certification*



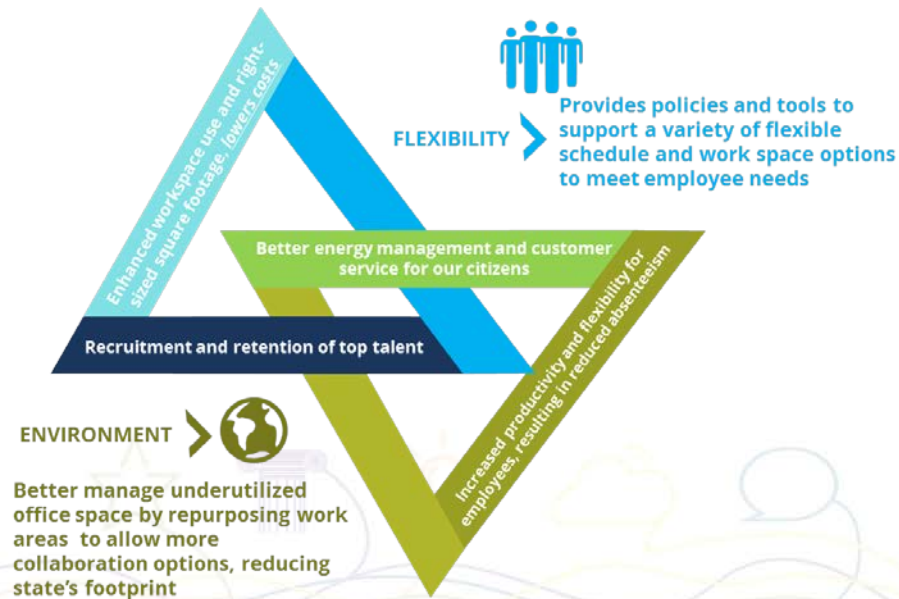
# Solution: Business Solutions Delivery

- Provide centralized resources for the initiation, execution and management of large, complex business solutions to help achieve business objectives
- Provide deeply skilled and experienced resources to help deliver business solutions
- Focus on consistent and proven methodologies to enable the State to achieve improved success rates in delivering business solutions on time and within budget and at a high level of quality
- *REQUIRE AND PROVIDE SUPPORT FOR INITIAL BUSINESS PROCESS ANALYSIS AS A PREREQUISITE TO IDENTIFYING REQUIREMENTS FOR BUSINESS SOLUTIONS*



# Additional State of Tennessee Workforce Initiatives

- Talent Management
- Succession Planning
- New Recruiting Strategies
- Alternative Workplace Solutions (AWS)



# Additional Workforce Discussion Topics

## Workforce Development

- Competency Modeling
- Skills Assessments
- Skills Development
- Blended Learning
- Workshops and Embedded Subject Matter Experts
- Retooling Our Workforce

## Technology and Process Areas

- Legacy Systems Modernization
- Cyber Workforce Preparations
- Incremental and Agile Development
- Big Data
- Infrastructure Rationalization including Cloud Computing and Data Center Consolidation
- Service Management