

# NASCIO 2016 Enterprise IT Management Initiatives

## 1. Title: Utah Consolidates IT Service Management in the Cloud

## 2. Category: Enterprise IT Management Initiatives

## 3. Project Initiation and completion date

The first phase of the ITSM project was initiated in 2013, but the project has had multiple revisions and additions since that time, with the most recent completed in September 2015.

Project Website(s):

- Utah Department of Technology Services: <https://dts.utah.gov>
- <http://utah.service-now.com>

## 4. Organization and primary point of contact

Organization: Utah Department of Technology Services

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## Executive Summary

When the state of Utah began consolidating IT services in 2006, the new Department of Technology Services (DTS) committed to ensuring the highest level of IT services to its agency customers. Over the next few years, service level agreements were structured with every agency to ensure that the Department would deliver products and services that met or exceeded agency expectations. When it came time to move to a new IT service management (ITSM) platform in 2013, the Department moved to the cloud where the entire focus could be on utilizing the platform to deliver better service rather than spending the majority of resources on building and maintaining a system. Over the past three years, DTS has used ServiceNow's cloud platform to streamline workflows, ensure SLA quality delivery, improve business process, and reduce cost.

In less than 3 years, Utah has consolidated numerous statewide IT functions to a single cloud platform, while improving service processes, increasing the reliability of data, and making better use of the data to deliver service, manage projects, and improve financial and budget-making decisions.

Effective use of this unified cloud management platform has allowed DTS to redeploy development and support resources to other functions which has improved value to its state agency customers.

In 2016, DTS is providing more and better service than ever before, while also eliminating costs that have saved Utah state government almost \$3 million in one-time costs and over \$1.2 million each year.

## Concept

When the state of Utah began consolidating IT services, agencies were using a wide variety of products and tools to support service delivery and product management. Even though DTS was able to consolidate many of the services onto its previous on-premises IT support platform, processes such as portfolio management, configuration management, and IT procurement remained on separate platforms. Maintaining multiple platforms resulted in additional cost and support to the department as well as increased challenges to the users of multiple systems.

### **Business solution description**

In 2013, after completing a thorough business case and corresponding bid process, the Department of Technology Services began moving its IT service management processes to ServiceNow, a top quadrant ITSM cloud provider. The initial move which involved transferring enterprise-wide IT service desk functions to the cloud was accomplished in less than six weeks, including training of end users.

As of December 2015, DTS had migrated to following functions to the ServiceNow cloud platform (as well as others):

1. Incident and Problem Management (Service Desk)
2. Hardware and Software Procurement
3. Self Service / Request Fulfillment
4. IT Knowledge Management
5. Reporting and SLA Management
6. Asset Management
7. Portfolio Management
8. Configuration Management

### **Incident and Problem Management**

In 2013, all IT incident and problem management were moved to the cloud. Online training of 23,000 users enabled the move to occur in just a few weeks. The new platform was integrated with Utah's single sign-on which provided immediate access to the new tool through the DTS website at [dts.utah.gov](http://dts.utah.gov). Over 190,000 tickets were managed within the first year.

### **Hardware and Software Procurement**

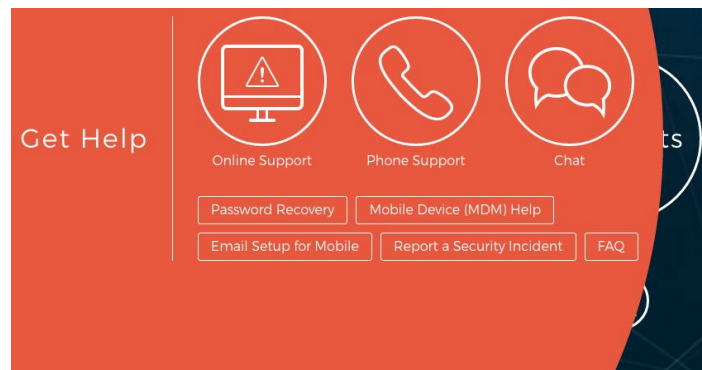
By integrating the complete DTS service catalog with ServiceNow, IT procurement in Utah is now simpler than ever. The catalog is accessible on the desktop or through a

mobile application. The cloud service is reliable with 100% uptime since 2013.

All major IT procurements (over \$50,000) require that a business case be approved prior to procurement. Prior to ServiceNow, this process was accomplished through email and other manual processes. Since 2014, over 800 business cases have been efficiently processed and tracked through the new platform.

### **Self Service / Request Fulfillment**

All requests for new services are made through the ServiceNow platform. DTS is able to effectively track performance and response time to ensure that thousands of requests are effectively responded to. The new DTS website (dts.utah.gov) has been redesigned to integrate with ServiceNow online



support with a user design that is focused on ensuring that the customer can quickly and easily get resolution to his/her problem.

### **Reporting and SLA Management**

DTS has customized the ServiceNow platform to help customers understand how their service levels are being met, while the data is integrated with the Department's Cognos dashboard to show SLA metrics for hundreds of data points.

### **IT Knowledge Management**

The new ITSM solution includes a complete knowledge database that is updated every time a new problem is resolved. Service desk responders have access to solutions that have resolved problems over time, enabling them to improve the way they respond to every incident.

### **Asset Management**

Prior to 2014, DTS used two separate billing systems (1) Aries, a database of telecommunications account information used for telephone services billing and (2) a DTS inventory of all network and non-network devices supported by the department. These databases were consolidated on ServiceNow for streamlined billing. The asset management system was easily integrated with a new Communications Work Order module to ensure ongoing accuracy of the inventory. Implementation cost: 1600 man hours.

Utah's ITSM platform now includes an inventory of over 41,000 hardware assets, who they are assigned to, how they are configured, and where they are located. The data helps ensure better management and support, as well as enterprise procurement and disposal of state assets.

### **Portfolio / Project Management Management**

In 2015, DTS completed the migration of its portfolio management system to ServiceNow. Online training was provided to all project managers through the Department's YouTube channel. All employee time management (time cards) are entered into ITSM platform which integrates seamlessly with the state's payroll system, as well as the billing processes which have also been incorporated into ServiceNow. Project management costs as well as service support are all allocated electronically enabling DTS to have a complete and accurate view of the total cost of any given project or service.

### **Configuration Management**

The ServiceNow CMDB provides a single system of record for Utah's IT. The CMDB is service aware — which enables DTS-supported applications to be service aware as well, providing full visibility of the state's infrastructure and services, leading to better control of the entire state IT environment. This increased visibility enhances the support function. The CMDB is integrated with all features, processes, and applications built on the ServiceNow platform enabling DTS to provide remote support capabilities throughout the state.

### **Significance**

Like everything else that DTS does, IT service management is driven by four strategic goals, 1. Innovative Technology, 2. Exceptional Customer Service, 3. Employee Success, and 4. Information Security. By focusing on these goals, DTS has implemented a tool that incorporates new technologies in a way that is meaningful to all of its stakeholders. DTS has used mobile / cloud technology to manage hundreds of IT processes and services. DTS has integrated ITSM with its business intelligence platform to analyze the service data and enhance processes. For example, using the data, DTS was able to develop a new self service process that reduced password reset requests by 90%.

In addition to providing an unprecedented degree of agility and access into DTS' management service delivery processes, the solution supports many of the other priorities outlined by NASCIO in 2016. For example,

1. The ITSM service is **hosted in the cloud** (ServiceNow), reducing cost to the state. The platform is scalable and allows DTS to add new functionality on a regular basis increasing DTS' agility in adding and provisioning new services.
2. **Consolidation** of shared services. The IT Service Platform improves the way Utah is able to manage, measure, finance, and deliver its growing catalog of shared services.
3. ServiceNow is a **data-driven platform** that helps the state of Utah measure the value of its IT services. Managing all IT tickets and service requests captures a tremendous amount of data which is **analyzed** through BI integration to enable management to make decisions that deliver better results. This is a key component in the way Utah has leveraged the cloud platform.
4. Moving IT service management, project management, configuration management, time reporting, asset management and procurement all to a single cloud platform great enhance DTS' capability to provide **better management and control of the State's IT budget**.

## Impact

### **Benefit to government**

By moving its entire IT service management platform to the cloud, DTS was able to focus its resources on actually improving service to the customer, rather than developing and implementing a new software system. Furthermore, the state has been able to add new functionality and workflow processes to the platform that were sometimes performed manually, if at all. The results are clearly demonstrated in decreased cost to the state AND improved service.

By using a cloud provider for ITSM, not only has Utah been able to implement a fuller range of IT management and service capabilities, but it has also been able to redeploy valuable resources to other value added services. In today's environment, the state has had difficulty employing good development staff. By leveraging a cloud solution for IT service management, DTS is able to make more effective use of these important resources.

Specific benefits include

- Faster provisioning of new hardware requests.
- Improved data quality
- Integration of service data with BI to improve service delivery processes
- Elimination of duplication and inconsistency
- Better access to data for ALL users

- Improved service management metrics for DTS and customers
- Integration of a larger number of IT services and processes through a single portal and single sign-on.

**Cost benefit estimates**

The following table identifies some of the savings achieved through moving IT service management and other services to a single cloud platform.

Component	Benefit (Onetime)	Benefit (Ongoing)
Development & Maintenance of ITSM Solution	\$800,000	\$78,000
Data Analytics for Improved Service Delivery Decision Making		685,476
Elimination of Redundant Portfolio Management	1,200,000	200,000
Incorporation of 2 Separate IT Billing Systems	700,000	175,000
Improved Asset Management	250,000	75,000
Security Risk Tracking		10,000
Improved Business Case / Procurement Process		50,000
Total	2,750,000	1,273,476

**Best practices employed**

- Collaborative Management
- Hosted in the cloud
- Integration with analytics for data-driven service delivery

Every state has similar IT service delivery processes and requirements. Successful implementation of cloud IT service management in Utah can serve as a model of how to effectively leverage the cloud to improve the way IT services are delivered in state government.

**NASCIO Priorities**

*Utah ITSM in the Cloud* supports the following NASCIO priorities: Cloud Services, Consolidation/Optimization, Data Analytics, Budget and Cost Control