State of Maryland
Department of Information Technology

Award Category: Business Process Innovations

Project Title: Employee Off-Boarding

Project Dates: October 2020 – June 2021

Contact: Director of Service Delivery, Yasin Karim

Executive Summary

In many organizations, the automation and operational fluidity of employee and contractor off-boarding processes is often seen as a long burning pain point. The State of MD's Department of Information Technology (DoIT) has been all too familiar with the many challenges involved in automating employee and contractor termination processes in an ever dynamic and complex environment as ours. The task of harmonizing off-boarding workflows between Security, Human Resources, IT Operations, Business Units and other various departmental entities is indeed daunting – but not impossible!

Leveraging best business practices and elevating our collaborative footprint, the State of Maryland's Department of IT worked in lock step with IT Security Operations, Human Resources, Identity & Access Management, IT Operations, and Business Units to develop a fully automated Employee & Contractor Off-Boarding process. This end-to-end process has been burned into our configuration management database system of record, ServiceNow, and incorporates systematic business rules, service level objectives, as well as approval and rejection flows.
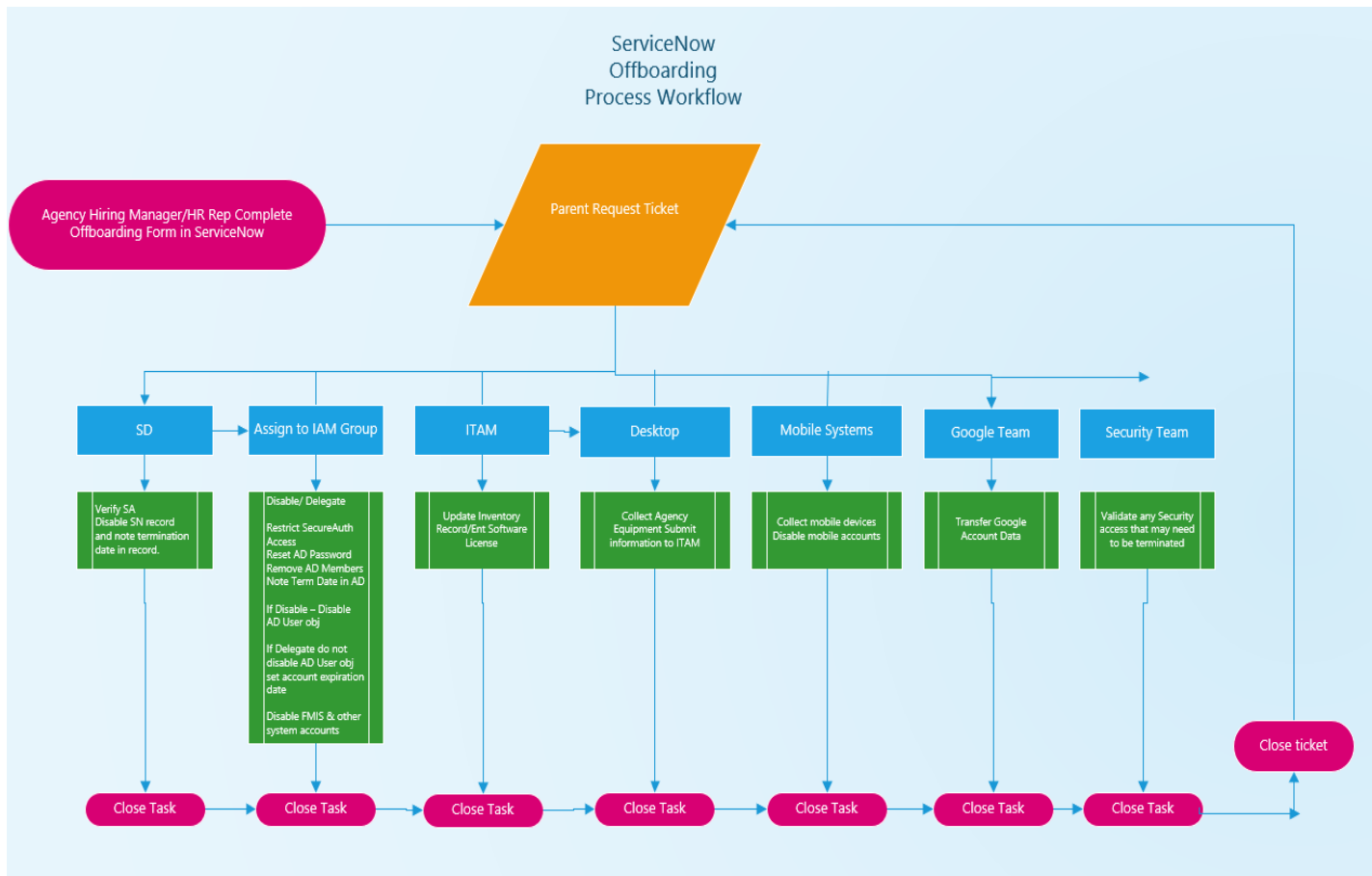
The Department of Information Technology is pleased and proud to submit this project as a nomination for the esteemed NASCIO State IT Recognition Awards program. In the pages to follow, we will showcase why our Off-Boarding project is well-deserved of the Business Process Innovations award category.

Idea

Akin to how some of the best innovative footprints come to bare their mark in an organization as a result of consumer pain points, the advent of improving and enhancing the Department of Information Technologies' Off-Boarding workflows was derived in a similar fashion. For far too long, our gaps in access termination workflows caused much angst amongst our supported State of Maryland agency customers. It was high time we paid attention and shifted focus to re-engineering our process workflows for employee and contractor access termination. Our End User Services team identified the need to engage and collaborate with Server & Storage, Application Management, Facilities, and HR teams so as to develop and design a fully automated employee Off-Boarding process.

Implementation

Part of the implementation flow for introducing and injecting this new process into our Department of Information Technology organization involved aggressive application regression testing and a well-planned approach for end user acceptance testing. For each part of the process, we engaged directly with various IT teams, HR, and Facilities teams so that each respective team representative had an opportunity to weigh in on the design. Once we successfully pass through initially Alpha and Beta test phases successfully, we moved on to a proof-of-concept phase. Feedback collected from the proof of concept phase allows us to make any tweaks to the process flow, and then subsequently, open the production gates on the new process to the entire DoIT organization.

ServiceNow
Offboarding
Process Workflow

Impact

The immediate impact of the Off-Boarding process to the State of Maryland's Department of Information Technology is multi-fold:

- The organization has evolved from a fragmented Off-Boarding process across several business units to a fully automated and consolidated process flow that "checks all the boxes".
- In consolidating the process to an automated workflow, the Department of Information Technology is now further empowered with a reportable audit trail of all employee and contractor Off-Boarding tasks, inclusive of details such as employee/contractor name, location, access termination,

office/cube number, and Security access termination (where applicable).

- Infusing the Off-Boarding workflows in a shared CMDB system of record, namely, ServiceNow.
- Bridging communication gaps between managers and HR, enabling and empowering closer collaboration amongst managers and HR specific to Off-Boarding activities, and elevating accountability to managers to ensure they are fully immersed in employee/contractor terminations.