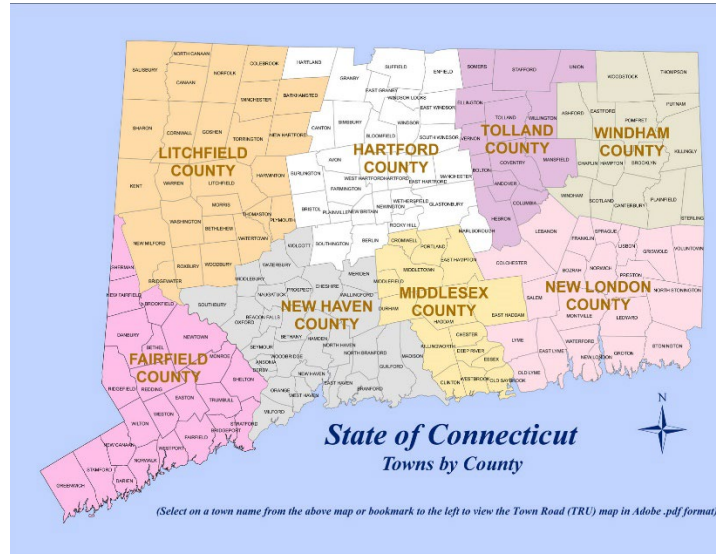# Anybody Have a Map?

Mapping IT staff from 29 different agencies into a new IT organization

Category: Cross-Boundary Collaboration and Partnerships

State: Connecticut

Project Initiation and End Dates: 01/2021 – 12/2021

Contacts: Mauro Carducci   Damoy Davis   Walter Gantley
               Mauro.Carducci@ct.gov   Damoy.Davis@ct.gov   Walter.Gantley@ct.gov

Key Project Dates:

01/2021	New IT Organization launch
06/2021	Career Exploration workshops
07/2021	Employees attend Information Sessions
08/2021	Employees complete mapping survey
	Analyze data from mapping surveys
	1:1 conversations and finish mapping
	All employees welcomed by their new managers
01/2022	Bureau of Information Technology Solutions launch

Executive Summary

Information Technology (IT) in the State of Connecticut was de-centralized with 40 agencies having their own budget for staff and technology. Information sharing between agencies was limited and there were 40 different ways of doing everything. This decentralized structure discouraged collaboration, reusability, automation and sharing of best practices. It also encouraged generalists instead of specialists as each agency must meet individual support needs for multiple disciplines. Technology advancement was limited to each agency budget and the emphasis that was placed on technology. Over the past several years, Connecticut agencies have reduced their technology budgets. Many of the technology solutions in place have been in operation for many years and the staff that helped to create them had left. The budget reductions have led to positions being cut, and the state has fallen behind in their investment in technology.

History

Connecticut had 2 previous failed attempts to centralize and consolidate IT. In 1999, CT attempted to privatize agency IT services. This led to layoffs and mistrust between employees and the state. In 2000, a new agency called Department of Information Technology (DOIT) was created. The purpose of this agency was to consolidate state IT services to realize cost savings. This attempt to improve IT efficiency and services for the state was only partially executed. The managers were moved over to this new agency and none of the IT workforce moved. DOIT remained in this partially transitioned state for several years. In 2009, the managers that had transitioned from their agency to DOIT were returned to their agencies and the remaining staff and managers were assumed under a division of the Department of Administrative Services. This central IT division was called Bureau of Enterprise and State Technology or BEST. In 2019, when Governor Ned Lamont took office, he wanted Connecticut to be more of a digital and transparent government to improve efficiency of services provided to its citizens. One of the top priorities in his first State of State address was improving digital government as a service to the constituents. Governor Lamont tasked Mark Raymond, CT Chief Information Officer, with assembling a new executive team to start implementing the vision of optimizing state IT.

Idea

The State of Connecticut, like many other public and private entities has long struggled with resource management and attrition. Many of the state agencies operated in silos with IT supports of varying degrees. The state had eliminated business analysts so there were few staff who knew these older systems on both the IT and business side, and this was leading to many single points of failure. Technology advancement was limited to each agency. In addition, many agencies were short staff which leads to worker burnout which can breed contempt among the teams and the agency. These short comings coupled with a global pandemic and an estimated 40

percent retirement eligible employees provided an opportunity to optimize the State's IT resources under one umbrella known as the Bureau of Information Technology Solutions (BITS).

The purpose of the IT Optimization was to measurably improve outcomes across the State of Connecticut by leveraging the right people, process, and technology in the delivery of reliable, secure and cost-effective services. BITS transitioned from a federated model to a shared service model to deepen specialization, reduce duplicate efforts and products, improve service levels, reduce risks, and maximize current resources while embracing modern approaches. Additionally, BITS wanted to give people an opportunity to specialize.

Why Optimize?

- Reengineers technology by pulling together executive branch technology IT personnel and expenditures
- Improve services for our constituents, agencies and employees
- Prepares the state to successfully transition through upcoming retirement surge
- Creates a culture focused on customer service, career growth, and skill development
- Leverages and builds on lessons learned during the pandemic and HR Centralization
- Establishes the platform to accelerate data sharing and data-driven decision making
- Makes a 40-hour work week available to all technology employees that desire it
- Reduces reliance on external contractors while building flexible, internal skills

IT Optimization – More about the "why"

Challenges	Solutions	
Increased public demand for technology solutions	Resources focused on solutions and less on routine activities	A consolidated IT Organization provides:
Accelerating pace of technology change	Specialty staff skills to keep up with change	- Reusable solutions - Common Processes - Digital Government
Widespread, outdated technology	Greater use of common solutions with statewide support	- Best Practices - Greater automation
Significant cybersecurity risks	Fewer incidents through scale and specialty	

Employee participation was one of the key principles in this optimization. The previous attempt to consolidate IT had failed and had damaged the relationship between agency IT employees and the state. Mark Raymond hired an organizational redesign consultant, Barbara Irish, to assist in the optimization process and help repair the culture. One of the reasons the

previous attempt to consolidate IT had failed was that the employees who were responsible for the daily operations at the agencies had no input in the consolidation process. Barbara noted that mergers often fail because they are done to people, not with or by the people who will be experiencing the change. The lesson learned from previous attempts that if there is no employee participation, it won't succeed. Participation gives people a feeling of community and a sense of voice in the change. This time, optimization was based on participatory design. This means that the people doing the work know best how to organize themselves. The BITS employee mapping process can be universally applied to disciplines other than IT and it did not involve any third-party tools or software. BITS minimized the viable data approach and collection to be as generic as possible, making it meaningful and valuable.

Implementation

While the optimization process started around 2019, the employee mapping portion started in 2021. The transition started with Mark Raymond's team needing to understand each agency's business, mission, customers and understand their technology, which included their systems, and services. This process started with the managers providing the knowledge, perspective, and skills to do the work. The teams then monitored and adjusted as the journey continued.

Employee Transition Roadmap

Career Exploration - COMPLETE
Slowing down to look at your profession as more than just a job; exploring the values that drive you in your work and aligning those to current and future opportunities for a career in the new IT organization

Information Sessions - COMPLETE
Learning about each of the new areas that your skills match to, seeing how the new teams are forming up, and seeing where you map to have the greatest impact in the new IT organization

Conversations & Mapping – AUGUST
Identifying where your skill matches in the new IT organization and raising your hand for future growth; 1:1 conversations to help you navigate to the best landing spot

Transition & Celebrate!– SEPTEMBER & OCTOBER
Making the move; onboarding to NITO, doing your daily work while getting guidance from a bigger team; hearing and learning about all the agencies and contributing with your experience

START — Career exploration workshops – COMPLETE — Information sessions - COMPLETE — 1:1 Conversations July / August 2021 — Mapping Surveys [1:1s] August 2021 — Individuals Mapped September 2021 — Transition Begins October 2021

The initial phase of optimization involved persuading the key stakeholders of the importance and need for this change. This involved meetings with the governor, state legislators, agency commissioners and the state IT managers. Since inception, the decision was made to include all IT resources in this transition. This included all State IT employees and Consultants from 29 different agencies encompassing over 800 employees. Mark Raymond worked with leadership at each agency to negotiate how the process of joining in this new IT organization would work. The agency would transfer their IT staff and budget over to this new IT organization and in turn, the new IT organization would provide both technical and financial resources to support the agency. Once agreed upon, these terms would be finalized in a document called a Memorandum of Understanding or MOU.
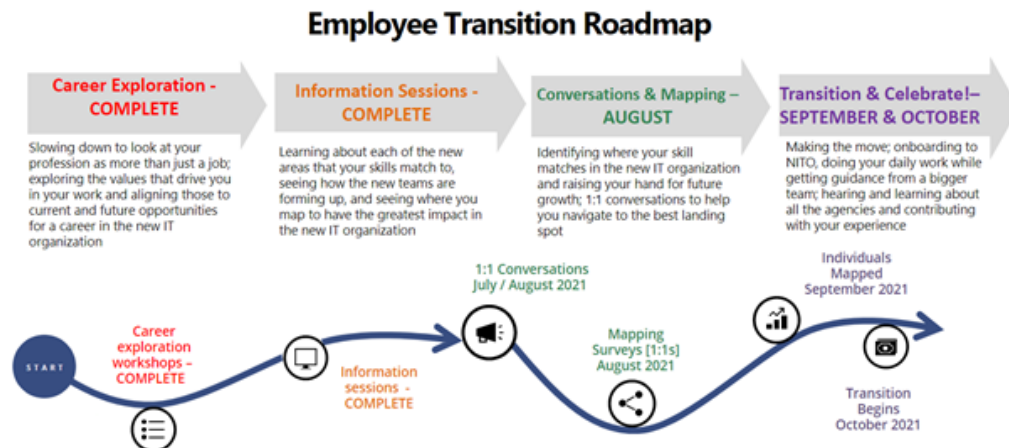
One of the first tasks for Mark Raymond's executive team was to identify the different groups of services in IT and determine the work that belongs to each group.

Infrastructure Services	Security & Compliance	Customer Success
• Networking • Telecommunications • Data Center Operations	• Cybersecurity • Compliance • Risk Management	• Funding & Budgets • Relationship Management • Project Management • Vendor Management
Compute Services	**Agency Business Services**	**Architecture & Strategy**
• Platform Services • Mainframe Services • Database Services • Directory Services	• Application Solution • Development & Operations • Product Management • Shared Services	• Reference Architecture • Domain Architecture • Solution Architecture
Workforce Enablement	**Workforce Development**	
• Service Desk • Device Support • Workforce Productivity • Device Management • Identity / Asset Management	• Employee Development • Communications • Employee Engagement	

Once the groups had been established, all employees were assigned a navigator. The navigators held small group meetings to answer any questions that employees might have about the transition to the new BITS organization. In Summer of 2021, all state IT employees were invited to participate in a career exploration exercise. This session challenged employees to slow down and think about their careers and how they relate to their core values. Next the employees were invited to information sessions hosted by the directors of each group. Each BITS Director explained the services that their group provides in supporting the agencies. Employees were encouraged to attend multiple information sessions so they could best determine where they fit in. These sessions were recorded and allowed employees to listen to the TEAMS recording and ask questions to their current managers, Navigators, and the BITS Directors. After they had time to attend the information sessions, the employees took a mapping survey.

The survey was designed to map people to the team that represents the majority of the work they were currently doing in their current position for their current customers; the work and those customers wouldn't change. The survey was also designed to give employees a chance to raise their hand for more career development in the future. While the majority of the survey data was shared with agency managers, there was a confidential comments section which was not shared with agency. This was done to encourage open and honest feedback from the employees.

After the surveys were completed, the results were shared with agency managers to validate the results. If the agency manager and the employee agreed on the area to be mapped, then the employee was set up with a 1 on 1 with their new director. If there was disagreement on the area where the employee should be mapped, the employee had a meeting with a director from an area not chosen by either the employee or the agency manager. This impartial manager talked with the employee about the employee's current job responsibilities worked with the employee to determine which area was the best fit based on the employee's current job duties.

Impact

The mapping processes in centralizing IT resources within the BITS organization allow for filling in the gaps in knowledge and reducing single points of failures. It also has the additional benefits for employees to:

• Increased Employee Engagement	• Diversity and Inclusion
• Career Opportunities	• Increase Employee Retention
• Employee Training	• Reduce Employee Burnout

The way BITS measures employee engagement is by consistently asking for feedback from employees. There are various ways that employees are able to participate. There are All-Hands Meetings where all employees can participate and ask questions. There are Open-Mic meetings which have no agenda, but are a way for staff to ask any questions that they might have on the optimization process. There are monthly surveys which tracking metrics on BITS core values of Be One Team, Own the Outcome and Make It Better. The results from the Be One Team survey below show how employee engagement has increased over a one year span.
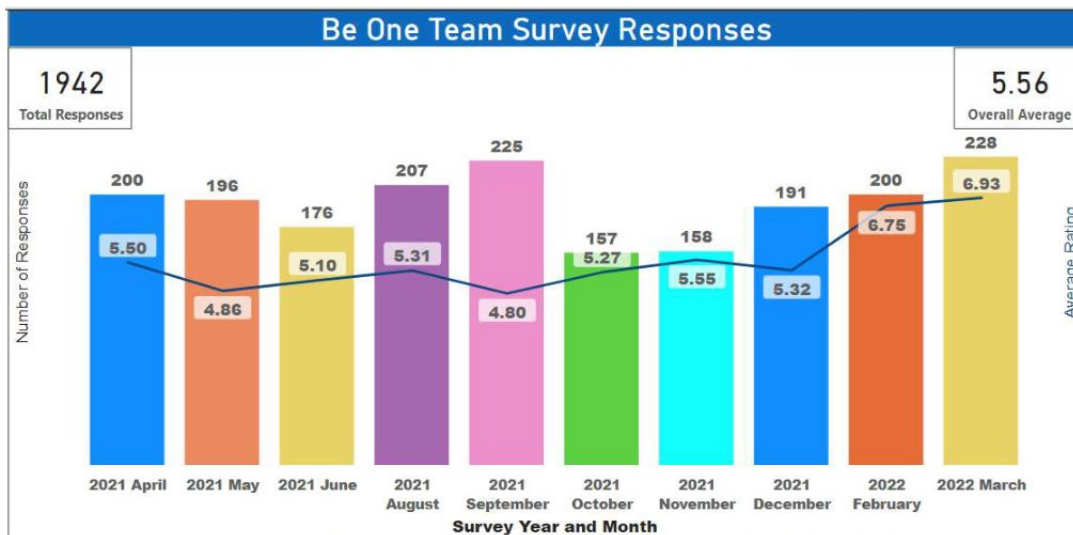
On a scale of 1 to 10, 1 being "so not there" and 10 being "absolutely there, Where to you rank our Agency on: BE ONE TEAM

When we talk about Be One Team, we mean we don't shift the work or 'pass the buck' to our co-workers and that we pull in expertise and work together. Being one team means caring about and sharing in each other's success.

The staff is the future of the Optimization and subsequently the new organization. By including the staff in this change, there was more buy-in and an increase sense of belonging, thus, owning this new organization. The Optimization continues with the rebalancing act. It is a continuous and evolving process shared by all BITS Directors and Customer Success Managers. In the future, BITS will need to further optimize and fill in the resource and skills gaps as necessary, allowing the employees to build and expand on new skills when appropriate. A part of this process is to map the resources to the right teams, identify knowledge gaps and inefficiencies. Additionally, BITS will continue to provide training and development opportunities and establish defined career paths.

BITS has defined the management structure and mapped the resources to the groups where they best fit. This process created the opportunity to remove silos for employees from the different agencies and promote shared knowledge with team members of the current agency's design, engineering, creation, integration, and/or configuration of solutions. This collaboration will allow the Agencies to benefit from working and developing enterprise-wide solutions that will enhance efficiencies and cost-sharing.