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☛ Details: Proposed Audit: Information Technology Systems Projects in State Agencies

(FORM UPDATED: 08/11/2010)

## WISCONSIN STATE LEGISLATURE ... PUBLIC HEARING - COMMITTEE RECORDS

### 2005-06

(session year)

### Joint

(Assembly, Senate or Joint)

### Committee on Audit...

## COMMITTEE NOTICES ...

- Committee Reports ... **CR**
- Executive Sessions ... **ES**
- Public Hearings ... **PH**

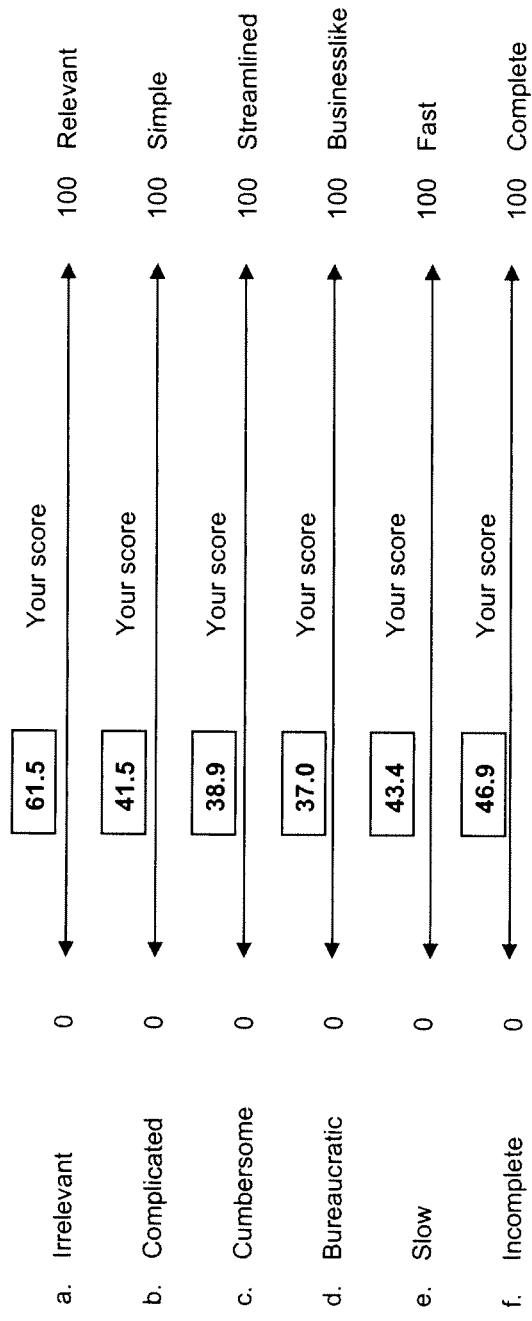
## INFORMATION COLLECTED BY COMMITTEE FOR AND AGAINST PROPOSAL

- Appointments ... **Appt** (w/Record of Comm. Proceedings)
- Clearinghouse Rules ... **CRule** (w/Record of Comm. Proceedings)
- Hearing Records ... bills and resolutions (w/Record of Comm. Proceedings)
  - (**ab** = Assembly Bill)                      (**ar** = Assembly Resolution)                      (**ajr** = Assembly Joint Resolution)
  - (**sb** = Senate Bill)                              (**sr** = Senate Resolution)                              (**sjr** = Senate Joint Resolution)
- Miscellaneous ... **Misc**

\* Contents organized for archiving by: Stefanie Rose (LRB) (September 2012)

**Q16. For each word pair below, give a rating score that describes the processes and attributes of DET as an information technology vendor in terms of being more or less like either word. [EXAMPLE: If you think DET is more relevant than irrelevant, you might give a score anywhere from 50 to 100.] Note: Enter 999 for NO OPINION/NOT APPLICABLE.**

While respondents are more likely to think of DET as relevant than irrelevant (mean 61.5, median 60.0) and split between incomplete and complete (mean 46.9, median 50.0), they are somewhat more likely overall to view DET more as slow than fast (mean 43.4, median 40.0), complicated than simple (mean 41.5, median 40.0), cumbersome than streamlined (mean 38.9, median 40.0), and bureaucratic than businesslike (mean 37.0, median 30.0). Although based on few cases for some groups, Bureau or Agency Directors and IT Directors/Managers/Coordinators gave among the lowest mean ratings, while District/Deputy/Assistant District Attorneys and Town Clerks/Village Administrators tended to give higher mean ratings. Also, State employees gave lower mean ratings than did the few who work for another type of organization. The diagram below shows overall mean ratings given to each word pair.



**Q17. What specific changes would you like to see DET make to improve its processes and attributes?**

Customers' suggestions for changes DET should make to improve its processes and attributes focused on developing and communicating realistic timeframes for services, being customer driven rather than technology oriented, streamline processes to be more responsive, and educating customers about processes and procedures. Customers want DET to do a few things well, rather than trying to do too much. A detailed review of the comments is recommended.

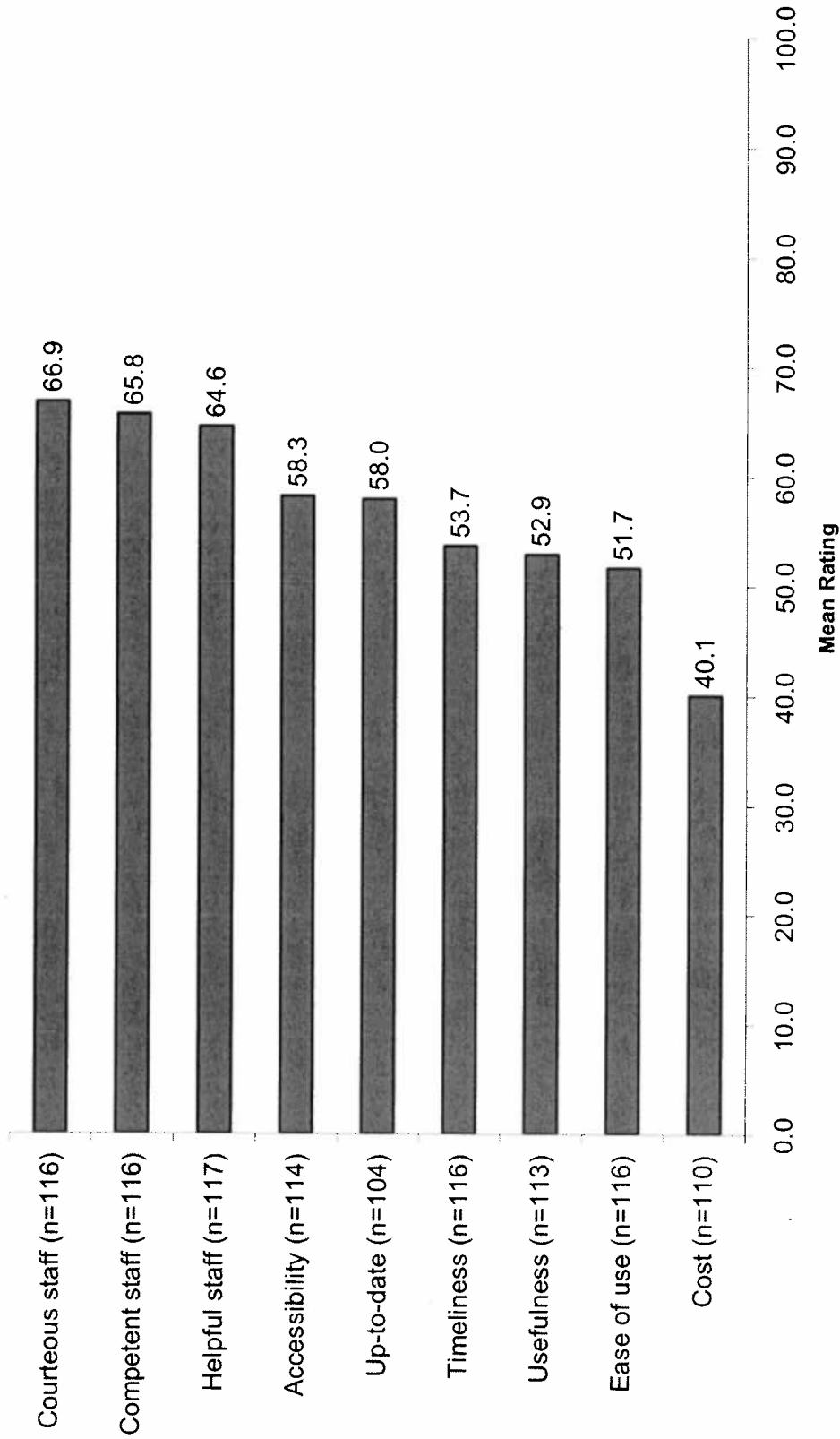
- (DA-IT)--FOR A GROUP THAT HAS TO WORK WITH 72 COUNTIES--THEY'RE DOING GREAT!
- AGAIN, DEVELOP PROCESSES COOPERATIVELY. THEN STICK TO THEM AND DO THINGS IN GOOD FAITH, RATHER THAN CREATE SOMETHING LIKE THE TLC, BUT THEN STRIP IT OF ANY REAL INFLUENCE ON ANYTHING YOU DO.
- AN UNDERSTANDING THAT IT IS NOT GENERIC. IT CAN BE, AND IS, USED DIFFERENTLY IN EACH AGENCY. EACH AGENCY NEEDS MORE CUSTOMIZED ATTENTION. MORE REALISTIC TIMEFRAMES THAT ARE CREATED BY IT ENGINEERS INSTEAD OF MANAGERS WITH NO APPARENT UNDERSTANDING OF THE COMPLEXITIES.
- AS FAR AS I KNOW THERE IS NO OVERSIGHT OF DET SO THERE SEEMS TO BE NO WAY THAT ANY RATIONAL IMPROVEMENTS CAN BE IMPOSED.
- BE MORE ATTUNED TO CUSTOMER'S NEEDS AND ABILITY TO PAY.
- BE MORE RESPONSIVE AND TRUE TO THEIR WORDS--RE: DATES.
- BE MORE RESPONSIVE. DON'T BE THE ONLY OPTION. DET SHOULD BID AGAINST PRIVATE FIRMS. IF DET DOES NOT HAVE THE BEST PRODUCT, DON'T OFFER IT.
- BETTER COMMUNICATE TECHNICAL CONCEPTS/ CHANGES TO A NON-TECHNICAL AUDIENCE.
- BETTER DEFINE AND COMMUNICATE PROCESSES AND THE TIME FRAMES ASSOCIATED WITH THEM; DEFINE ESCALATION CRITERIA AND PROCESS; DEFINE AGENCY ROLES AS WELL AS DET ROLES; THOROUGHLY DOCUMENT COSTS AND HOW MONEY IS SPENT. IMPLEMENT PORTFOLIO MANAGEMENT FOR DOA PROJECTS ALONG WITH OPEN REPORTING OF STATUS; BUDGETS AND ACTUALS, TARGET DATES AND ACTUAL DATES.
- BETTER FUNDING.
- BETTER INTERNAL COMMUNICATION.
- BETTER MANAGEMENT OF VENDORS PROVIDING DET SERVICES.
- BETTER RESPONSE.
- BETTER SYSTEM FOR CONNECTING TO THE AGENCIES TO DISCUSS PROJECTS (AGENCY PROJECTS) AND HOW THEY MAY CONNECT TO CREATING AN ENTERPRISE EFFORT. THERE ARE ENTERPRISE OPPORTUNITIES THAT ARE NOT BEING PICKED UP ON.
- BRING US THE AGENCIES TO HELP IMPROVE THE PROCESSES.
- BROADER INPUT FROM CUSTOMERS DURING DEVELOPMENT OF PROCESSES/PROCEDURES (NOT JUST FROM AGENCY IT SHOPS). WE NEED TO DEVELOP TRULY COOPERATIVE WORKING RELATIONS AS EQUAL PARTNERS.
- BUILD TRUST. BE TIMELY IN COMMITMENTS. PROVIDE A REASONABLE RATE STRUCTURE.
- CHANGE IN UPPER-LEVEL MANAGEMENT.
- COMMIT TO COMPLETION AND SATISFACTION LIKE A BUSINESS.
- COMMUNICATE WITH THE RIGHT PEOPLE. TEST IDEAS BEFORE IMPLEMENTING THEM. ASK, MORE THAN TELL.
- COMMUNICATE.
- CONTINUED IMPROVEMENT IN COMMUNICATION TO THE CUSTOMER COMMUNITY. INVOLVEMENT AND MEANINGFUL CONSIDERATION FOR THE AGENCY MANAGERS - THEY HAVE TO DEAL WITH THE END CUSTOMERS. NO NEED TO HANG THEM OUT TO DRY FOR CHOICES/POLICY CHANGES AT DET.
- CREATE CULTURE WHERE STAFF UNDERSTAND THE NEEDS FOR PROCESS SUCH AS PORTFOLIO MANAGEMENT, PROJECT MANAGEMENT AND CHANGE MANAGEMENT AND ARE REQUIRED TO CONSISTENTLY USE THE PROCESSES.
- CUSTOMER FOCUSED INSTEAD OF TECHNOLOGY FOCUSED.
- DECREASE OUTAGES.

- DEFINE AND STREAMLINE THEIR SERVICE AND SUPPORT PROCESSES ACROSS THE DET UNITS. PICK UP THE PACE OF PROGRESS--WANT TO SEE PROJECT DELIVERABLES AND RESULTS. WE JUST SEE A LOT OF ACTIVITY AND NO RESULTS EXCEPT LOTS OF WORDS ON PAPER.
- DEVELOP A PROFESSIONAL ABILITY TO MANAGE ENTERPRISE PROJECTS WITH REALISTIC GOALS AND SCHEDULES. CREATE 'MODEL' PRODUCTS AND PROCESSES IN ENTERPRISE EXERCISES SUCH AS STRATEGIC PLANNING, PROJECT PLANNING, ROIC, RISK MITIGATION, ETC. PROVIDE LEADERSHIP IN CREATING BEST PRACTICE GROUPS. LISTEN.
- DEVELOP PROCESSES FOR THE GOOD OF THE ENTERPRISE, NOT JUST DET. HOW DET DOES OR WOULD DO SOMETHING MAY NOT BE THE BEST PROCESS FOR THE ENTERPRISE. ASSESS THE IMPACT TO EVERYONE.
- DISCUSS THINGS WITH THE CUSTOMERS BEFORE FORCING THEM ON THE CUSTOMER.
- DON'T KEEP REORGANIZING AND "REINVENTING" YOURSELF. FIND PROCESSES THAT WORK AND STICK WITH THEM. DET CAN BE VERY RELEVANT, BUT YOU HAVE TO DO MORE THAN PAY LIP SERVICE TO YOUR VISION AND MISSION.
- DON'T KNOW ENOUGH ABOUT DET'S PROCESSES AND ATTRIBUTES WHATEVER THAT MEANS.
- DON'T RELY ON CONSULTANTS.
- ELIMINATE THE BOTTLENECKS
- ELIMINATE THE MAINFRAME.
- ENHANCED COMMUNICATION WITH UP FRONT COST COMPARISONS.
- FLOW CHARTED FOR VISUAL CLARITY
- FOCUS ON PRIORITY. IMPROVE EFFECTIVENESS. INCREASE VALUE.
- GET BIG PIC FIRST, HAVE PROCESSES IN PLACE PRIOR TO IMPLEMENTING--DON'T DISCOUNT FEEDBACK.
- HAVE A CLEAR PURPOSE AND BE GOOD AT IT, EVEN IF ITS ONLY ONE THING--DON'T PROMISE SAVINGS FROM INITIATIVES BASED ON CONSULTANTS WHO DON'T UNDERSTAND THE DATA.
- I WOULD LIKE TO SEE REAL COST-BENEFIT ANALYSIS OF ENTERPRISE PROJECTS/RULES BEFORE A LOT OF RESOURCES ARE COMMITTED. IT SEEMS LATELY THAT ONLY THE BENEFIT IS CONSIDERED.
- IMPROVE THE PROCESS BY WHICH AGENCIES ARE ABLE TO DECIDE WHAT PROCESS WORKS BETTER FOR THEM AS AN AGENCY.
- IT APPEARS THAT MOST PROCESSES NEED TO BE REVIEWED AND UPDATED/STREAMLINED GIVEN THE NEW ORGANIZATION - SPECIFICALLY ROLES/RESPONSIBILITIES BY SUPPORT AREA...
- IT HAS BEEN A MISTAKE TO TRY TO BECOME THE MASTER OF EVERYTHING AT THE SAME TIME. FOCUS ON SMALLER SEGMENTS TO ACHIEVE AND BUILD ON SUCCESS. LOOK FOR ACTUAL WORKFLOW PROCESS SOLUTIONS RATHER THAN BUYING THE LATEST TECHNOLOGY AS THE ONLY SOLUTION.
- IT IS DIFFICULT TO ANSWER THESE QUESTIONS, SINCE IT ASSUMES A LEVEL OF FAMILIARITY THAT IS NOT WIDESPREAD IN OUR ORGANIZATION.
- KEEP OUR TEAM TOGETHER.
- LESS DICTATOR AND MORE PARTNER.
- MAKE THEM CLEAR AND ARTICULATE THEM TO THE AGENCIES. THEN, MOST IMPORTANTLY, WALK THE WALK.
- MINIMIZE RED TAPE, BE ABLE TO ADDRESS SMALL AGENCY ISSUES AND STREAMLINE ACCESS/ PROBLEM SOLVING AND SERVICE PROVISION.
- MONITOR THE PERFORMANCE OF THE OUTSIDE IT VENDOR CONTRACT. WE ARE STILL UNCERTAIN ABOUT HOW TO BEST USE THE NEW SYSTEM TO MEET OUR NEEDS. WE HAVE A REAL GAP IN APPLICATION DEVELOPMENT WITH SYSTEMS ANALYSIS AND DESIGN AND PROJECT MANAGEMENT.
- MORE COMMUNICATION.
- MORE COMPLETE RESPONSES TO QUESTIONS.
- MORE ELECTRONIC PROCESSES TO EXPEDITE PERFORMANCE AND PROCUREMENT ISSUES
- MORE INTERACTION WITH KEY IT USERS. SPECIFIC PROJECTS TO DRIVE STANDARDS.
- MORE RESPONSIVE, OFFER MORE OPTIONS.
- MORE STAFF, QUICKER RESPONSE, BETTER PRICE, ALIGN WITH OUR BUSINESS NEEDS.
- MORE STREAMLINED AND FRIENDLY.
- MOVE AWAY FROM THE AVERAGE. KEEP THE EXCELLENT AND IMPROVE THE NOT SO GREAT.
- NEED TO BECOME MORE CUSTOMER FOCUSED.
- NO IDEAS.
- NONE.
- NONE.
- NONE.

- NONE AT THIS TIME.
- NONE AT THIS TIME.
- NONE NEEDED.
- NONE. NEW HRIS WOULD BE THE MOST VALUE ADDED IMPROVEMENT.
- PLANNING - DETAILS, PROCESSES -- TOO MUCH "WE DON'T KNOW YET, STILL IN PROCESS.
- POLL YOUR AUDIENCE WHEN MAKING BIG CHANGES AND DECISIONS.
- PUT A COUNTER ON THE TOWN'S WEBPAGE
- RECOGNIZE THE DISTINCT POSSIBILITY THAT DET DOES NOT NECESSARILY KNOW BEST. ALLOW SOME FLEXIBILITY FOR AGENCIES (CUSTOMERS) IN TERMS OF CHOICE AND PROCUREMENT.
- REDUCE NUMBER OF FUNCTIONS AND CONCENTRATE ON BASICS. PRIORITIZE.
- REDUNDANT QUESTIONS
- REPLACE TOP LEVEL ADMINISTRATION.
- SAME ANSWER AS BEFORE.
- SEE #11 ABOVE--BE MORE FLEXIBLE--RECOGNIZE UNIQUE CHARACTERISTICS OF AGENCIES--ADMIT IF YOU DON'T HAVE ANSWERS OR IF YOUR SERVICES ARE MORE COSTLY OR OF POORER QUALITY THAN STATUS QUO.
- SEE EARLIER QUESTION
- SEE PREVIOUS COMMENTS
- SEND DRAFTS TO AGENCIES FOR COMMENTS PRIOR TO FINALIZING THEM AND IMPROVE THEIR INTERNAL COMMUNICATION BETWEEN UNITS.
- SLOW DOWN--TRYING TO DO TOO MUCH AT ONCE.
- SLOW DOWN, EDUCATE STAFF IN PROCESSES. HOLD PEOPLE ACCOUNTABLE.
- SMALL SUCCESS THEN BUILD. STOP CREATING AND RECREATING THE UNIVERSE.
- STOP THE "ONE SIZE FITS ALL "
- STOP USING CONSULTANTS WHO DO NOT UNDERSTAND STATE PROCESSES. CONCENTRATE EFFORTS ON AREAS OF COMPATIBILITY OR AGENCIES THAT ARE COMPATIBLE OR BOTH.
- STREAMLINE, REDUCE STEPS, ACCOMPLISH WORK.
- SUPPORT A DISTRIBUTED, "DIVIDE AND CONQUER", ARCHITECTURE. MOVE SUPPORT TASKS CLOSER TO USER RATHER THEN FURTHER AWAY.
- THERE NEEDS TO BE ADEQUATE STAFF TO HANDLE HELP CALLS.
- TIMELINESS AND PARTNERSHIP.
- TIMELINESS.
- TOO EARLY TO TELL. WAIT UNTIL THE REORG IS SETTLED IN.
- TOO TIED TO THE BUDGET CYCLE. THINGS CHANGE FASTER THAN THAT. DAIT NEEDS MORE RESOURCES THAN IT HAS TO DELIVER THE SERVICES NEEDED BY DA'S OFFICES.
- TOP MANAGERS ARE HORRIBLE TO WORK WITH--MATT.
- UNDERSTAND AND ACCOMMODATE OUR BUSINESS NEEDS AND PROCESSES. CLEARLY DEFINED AND DOCUMENTED PROCESSES.
- DOCUMENTATION EASILY ACCESSIBLE. PROCESSES CONSISTENTLY FOLLOWED.
- UNDERSTAND THE NEEDS OF THE AGENCY WHEN DEVELOPING NEW DET PROCESSES. UNDERSTAND THE IMPACT THE DET PROCESSES HAVE ON THE AGENCIES AND ADDRESS THOSE THAT HAVE A NEGATIVE IMPACT TO THE AGENCY.
- UNKNOWN.
- USING INFORMATION FROM CONSULTANTS, RELY ON DATA CHANGE, UPPER LEVEL LEADERSHIP.
- WE ARE DEPENDENT ON DET AND WANT TO WORK WITH YOU TO ACHIEVE ENTERPRISE GOALS, BUT YOU CONTINUE TO MOVE AT YOUR SPEED AND CONVENIENCE AND THAT DELAYS US. WE NEED TO KNOW PROCESSES AND PROCEDURES NOW - WE JUST CAN'T WAIT - BUT IF WE GUESS WRONG YOU WILL HAMMER US FOR IT LATER AND BLAME US, WHEN IT IS YOUR LACK OF RESPONSIVENESS THAT IS THE ISSUE. WHAT YOU DO IS VERY RELEVANT TO EVERYONE, BUT YOU STILL SEEM TO BE IN A WORLD OF YOUR OWN. THE CONSTANT DELAYS AND PROBLEMS BEING EXPERIENCED ON JOINT PROJECTS INDICATES A LACK OF KNOWLEDGE AND EXPERIENCE THAT COULD HAVE BEEN PREVENTED IF YOU WERE WILLING TO WORK MORE WITH THE AGENCIES AND LISTEN TO THEM. TOO OFTEN YOU JUST DON'T LISTEN.

- WE NEED TO KNOW WHAT THEY ARE. THEY ARE CURRENTLY NOT AVAILABLE--UNLESS WE KNOW HOW TO ACCESS THEM.
- WORK WITH US INSTEAD OF AGAINST US.

**Chart 10a: Satisfaction with Aspects of DET**  
 (0=NOT AT ALL SATISFIED and 100=VERY SATISFIED)



**Q18. If you were to rate your satisfaction with these aspects of DET as an information technology services vendor to meet your needs on a zero to 100-point grading scale, what score would you give DET for: [EXAMPLE: If you are satisfied with timeliness of DET, you might give a score anywhere from 50 to 100.] Note: Enter 999 for NO OPINION/NOT APPLICABLE.**

While respondents are somewhat satisfied with DET staff – courteous staff (mean 66.9, median 70.0), competent staff (mean 65.8, median 70.0), and helpful staff (mean 64.6, median 70.0), these ratings are low in relation to how important these aspects are. Also, respondents were less satisfied with DET for accessibility (mean 58.3, median 60.0), up-to-date (mean 58.0, median 57.5), timeliness (mean 53.7, median 50.0), usefulness (mean 52.9, median 50.0), ease of use (mean 51.7, median 50.0), and cost (mean 40.1, median 40.0). Although based on few cases for some groups, Bureau or Agency Directors and IT Directors/Managers/Coordinators gave among the lowest mean ratings, while District/Deputy/ Assistant District Attorneys and Town Clerks/Village Administrators tended to give higher mean ratings. Also, State employees gave lower mean ratings than did the few who work for another type of organization.

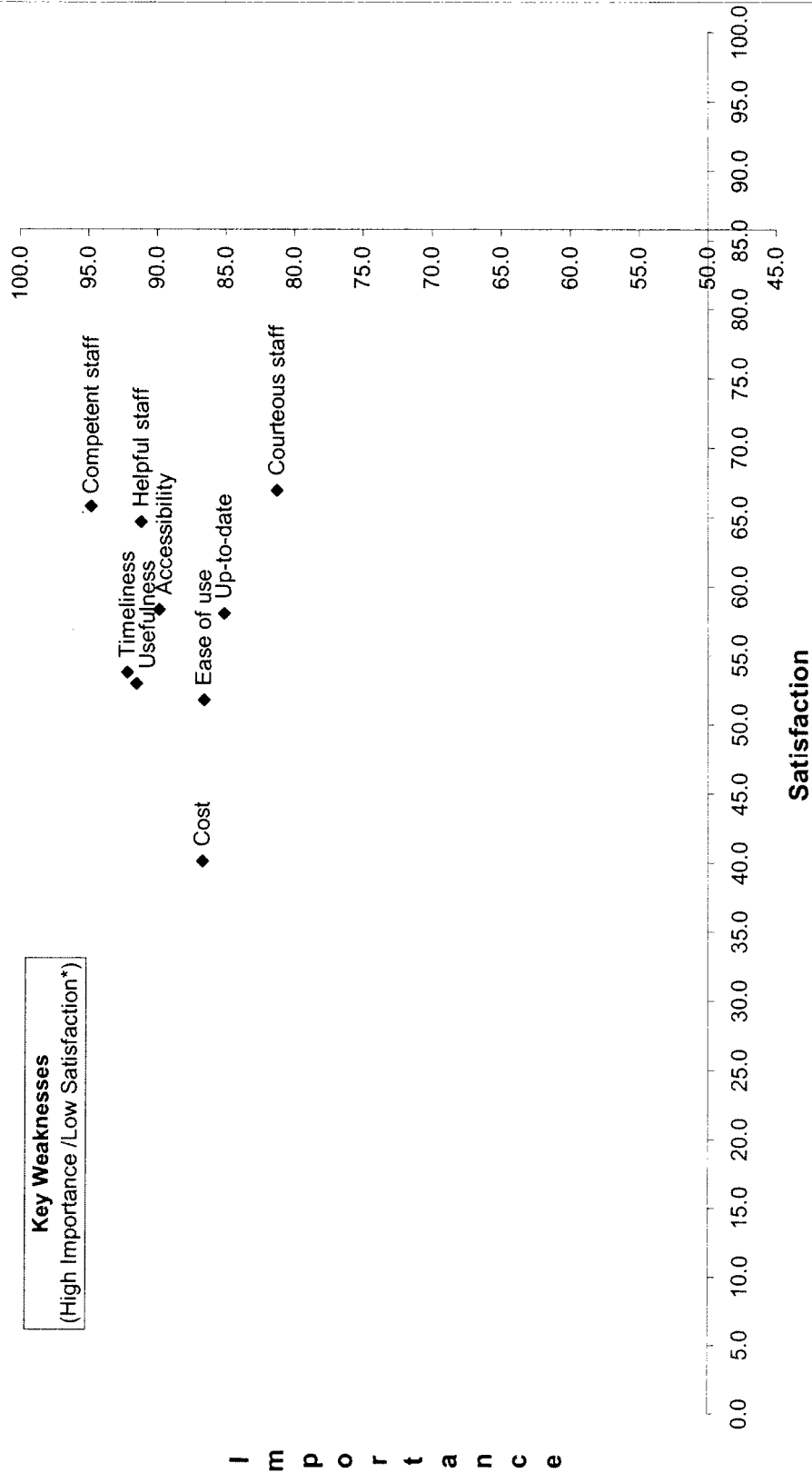
*The overall mean satisfaction rating given to each aspect falls below the mean importance ratings given to the same aspect.*

**Table 1: Gap Between Satisfaction and Importance of Aspects of IT Services Vendor**

Aspects	Satisfaction	Importance	Gap
Courteous staff	Mean 66.9	81.3	-14.3
Helpful staff	Mean 64.6	91.2	-26.5
Up-to-date	Mean 58.0	85.1	-27.1
Competent staff	Mean 65.8	94.8	-29.0
Accessibility	Mean 58.3	89.8	-31.5
Ease of use	Mean 51.7	86.6	-34.9
Timeliness	Mean 53.7	92.2	-38.5
Usefulness	Mean 52.9	91.5	-38.6
Cost	Mean 40.1	86.7	-46.6



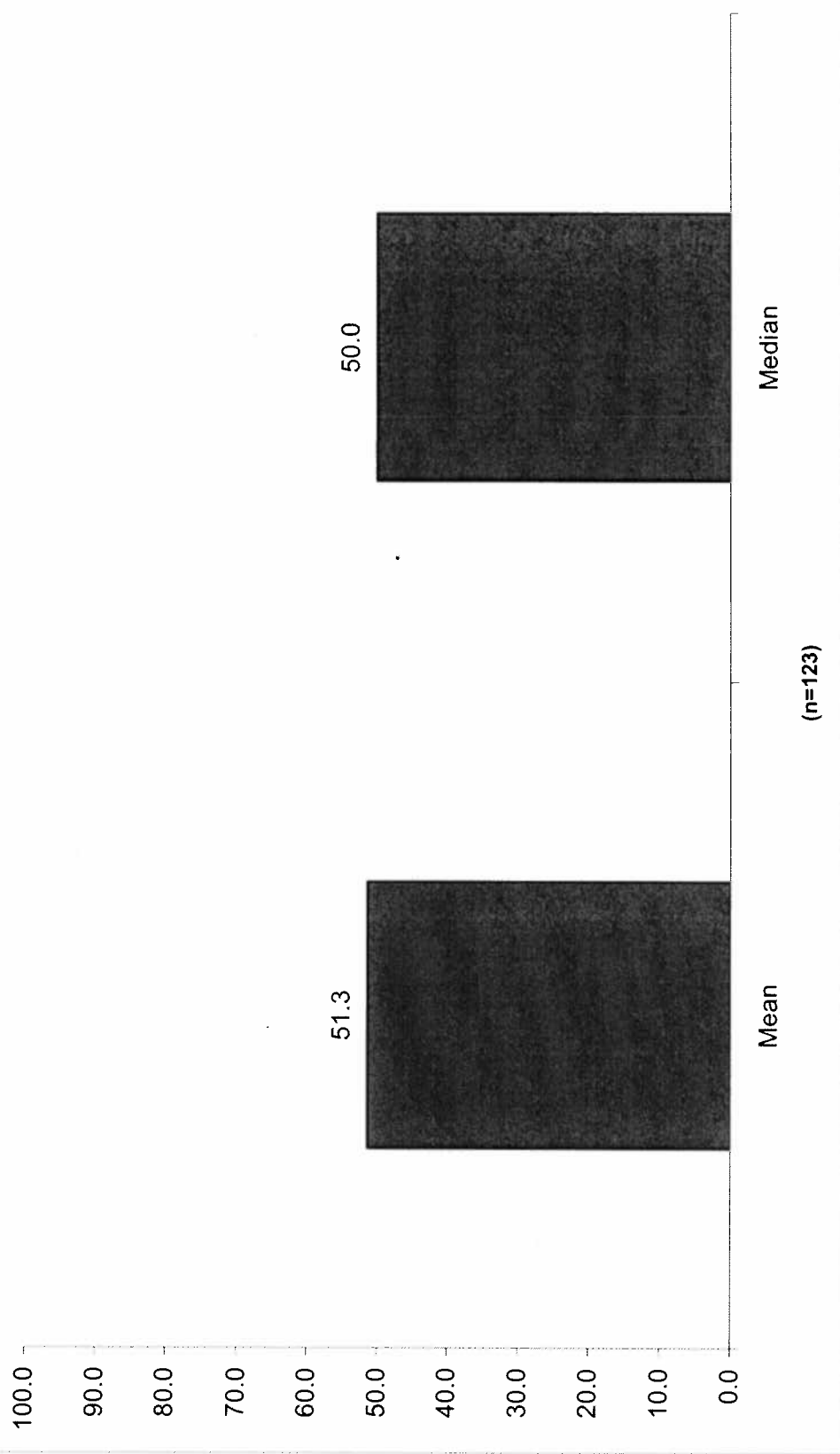
# Chart 10b: Importance and Satisfaction of IT Services Vendors Factors Upper Quadrant - Key Weaknesses



\*Mean satisfaction rating falls below 85.8, which is the mean value given to how well an IT services vendor would need to do to satisfy expectations.

*These aspects can be viewed as potential weaknesses for DET. Although it appears that the mean falls somewhat toward the satisfied end of the scale for most aspects, when comparing each aspect to the importance ratings and to the mean rating given to how well an information technology services vendor would need to perform to satisfy expectations (Q.8), there is considerable room for improvement.*

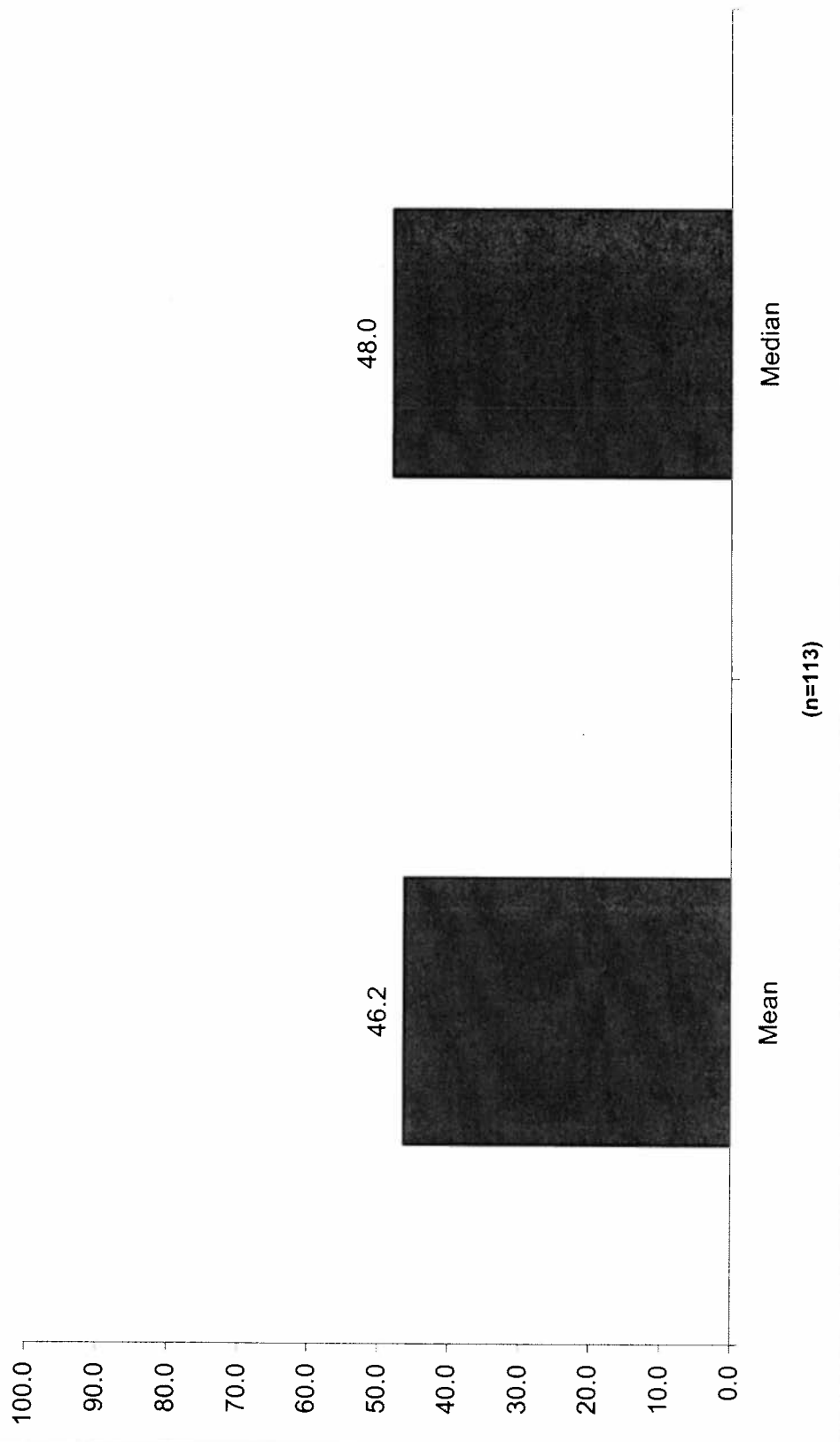
**Chart 11: Overall Satisfaction with DET**  
(0=UNABLE TO MEET OUR NEEDS and 100=EXCEEDS EXPECTATIONS IN MEETING NEEDS)



**Q19. Taking all these aspects into consideration, what overall satisfaction score would you give to DET as an information technology vendor? Use a scale where 0=UNABLE TO MEET OUR NEEDS and 100=EXCEEDS EXPECTATIONS IN MEETING OUR NEEDS. Note: Enter 999 for NO OPINION/NOT APPLICABLE.**

Respondents gave a mean rating of 51.3 and a median of 50.0 to their overall satisfaction with DET. In comparison, respondents gave a mean rating of 85.8 and a median of 90.0 to how well an IT services vendor would need to perform in order to satisfy their organization's expectations. Although based on few cases for some groups, Bureau or Agency Directors and IT Directors/Managers/Coordinators are among the least satisfied, while District/Deputy/Assistant District Attorneys and Town Clerks/Village Administrators are among the most satisfied. Also, State employees gave a lower mean rating than did the few who work for another type of organization.

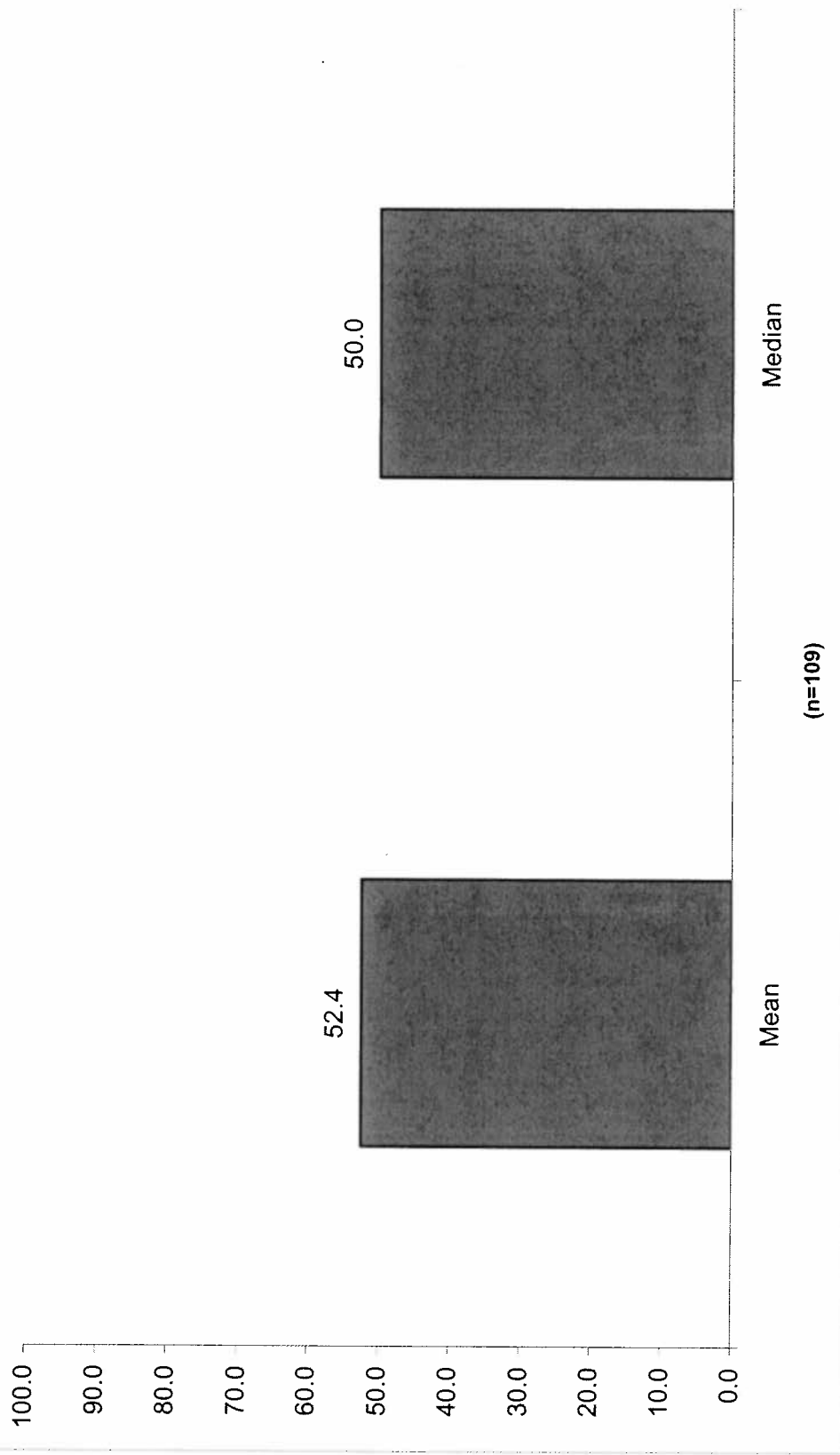
**Chart 12: Willingness to Recommend DET for Use by Colleagues**  
(0=NOT AT ALL WILLING and 100=EXTREMELY WILLING)



**Q20. Using a scale where 0=NOT AT ALL WILLING and 100=EXTREMELY WILLING, rate your willingness to recommend DET for use by your colleagues. Note: Enter 999 for NO OPINION/NOT APPLICABLE.**

Respondents gave a mean rating of 46.2 and a median of 48.0 for their willingness to recommend DET for use by their colleagues. Although based on few cases for some groups, Bureau or Agency Directors and IT Directors/Managers/ Coordinators are among the least willing to recommend DET, while District/Deputy/Assistant District Attorneys and Town Clerks/Village Administrators are among the most likely to recommend it. Also, State employees gave a lower mean rating than did the few who work for another type of organization.

**Chart 13: Willingness to Use DET in the Future**  
(0=NOT AT ALL WILLING and 100=EXTREMELY WILLING)

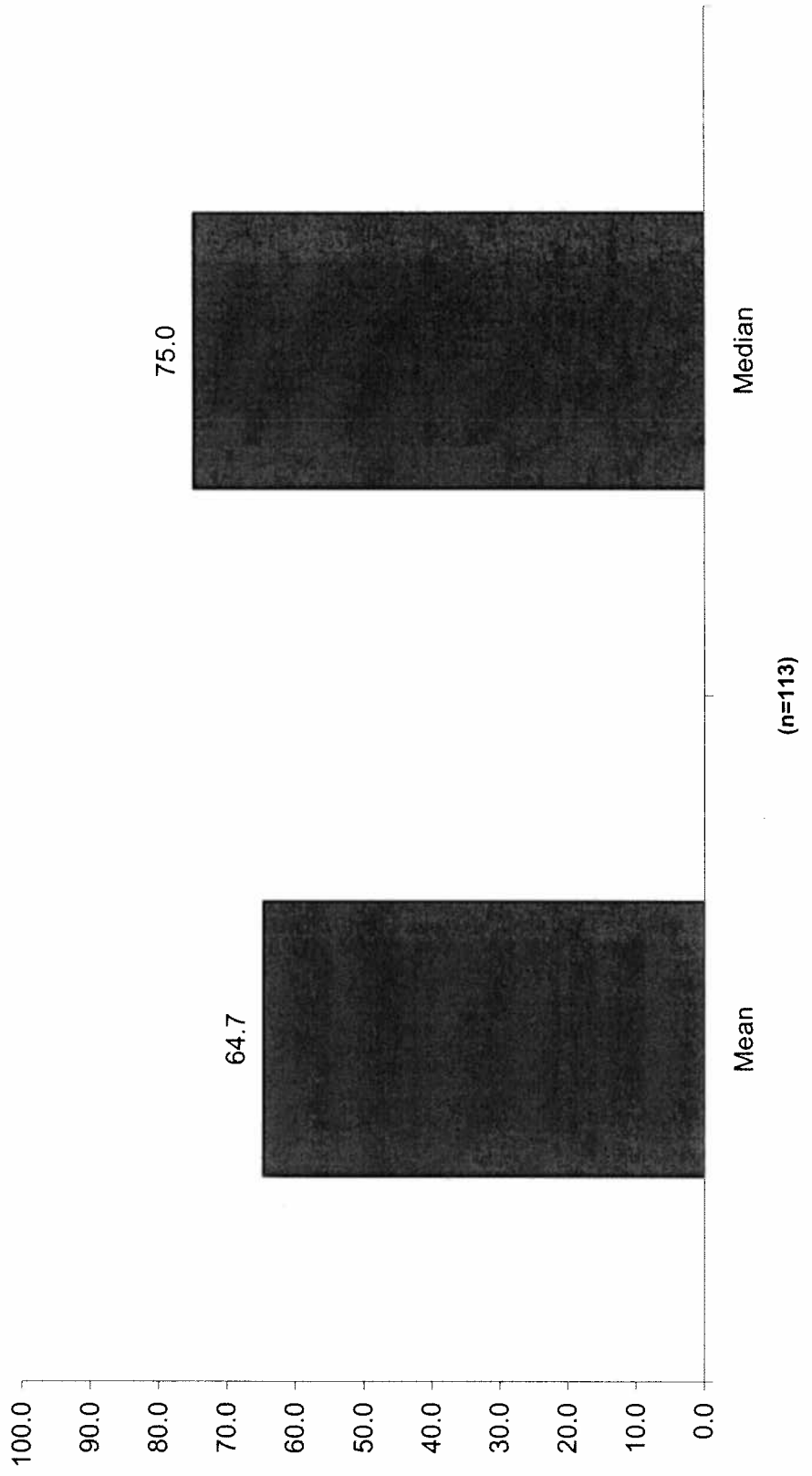


**Q21. Using a scale where 0=NOT AT ALL WILLING and 100=EXTREMELY WILLING, rate your willingness to use DET in the future. Note: Enter 999 for NO OPINION/NOT APPLICABLE.**

Respondents gave a mean rating of 52.4 and a median of 50.0 for their willingness to use DET in the future. Although based on few cases for some groups, Bureau or Agency Directors and IT Directors/Managers/Coordinators are among the least willing to use DET in the future, while District/Deputy/Assistant District Attorneys and Town Clerks/Village Administrators are among the most likely to use it. Also, State employees gave a lower mean rating than did the few who work for another type of organization.



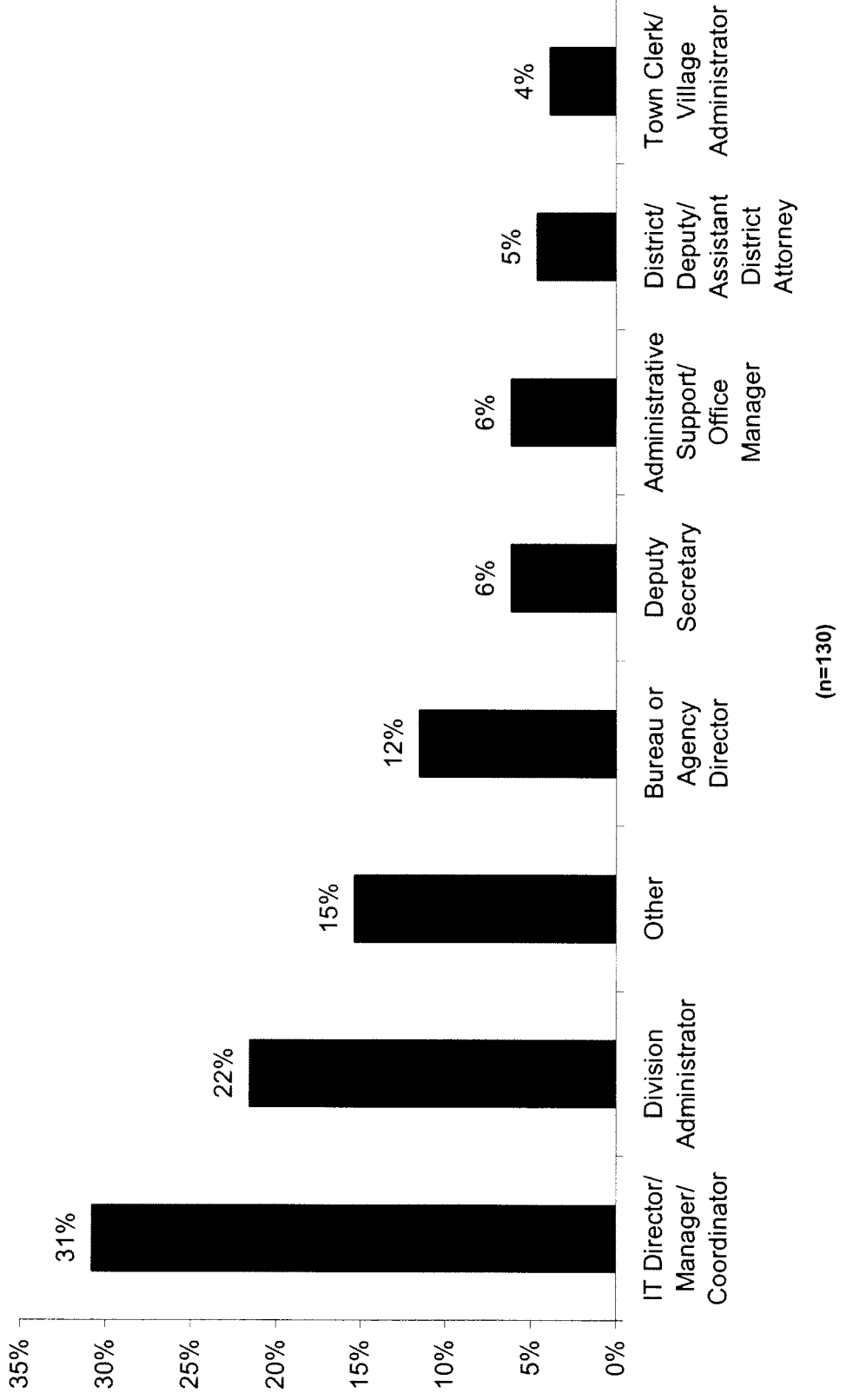
**Chart 14: Likelihood of Using a Vendor Besides DET If  
Given the Opportunity**  
(0=NOT AT ALL LIKELY and 100=EXTREMELY LIKELY)



**Q22. Using a scale where 0=NOT AT ALL LIKELY and 100=EXTREMELY LIKELY, rate the likelihood of your using a vendor besides DET for your information technology needs if given the opportunity. Note: Enter 999 for NO OPINION/NOT APPLICABLE.**

Respondents gave a mean rating of 64.7 and a median of 75.0 for the likelihood of using another vendor besides DET if given the opportunity. Although based on few cases for some groups, Bureau or Agency Directors and IT Directors/Managers/Coordinators are among the most likely to consider using another vendor, while District/Deputy/Assistant District Attorneys and Town Clerks/Village Administrators are among the least likely.

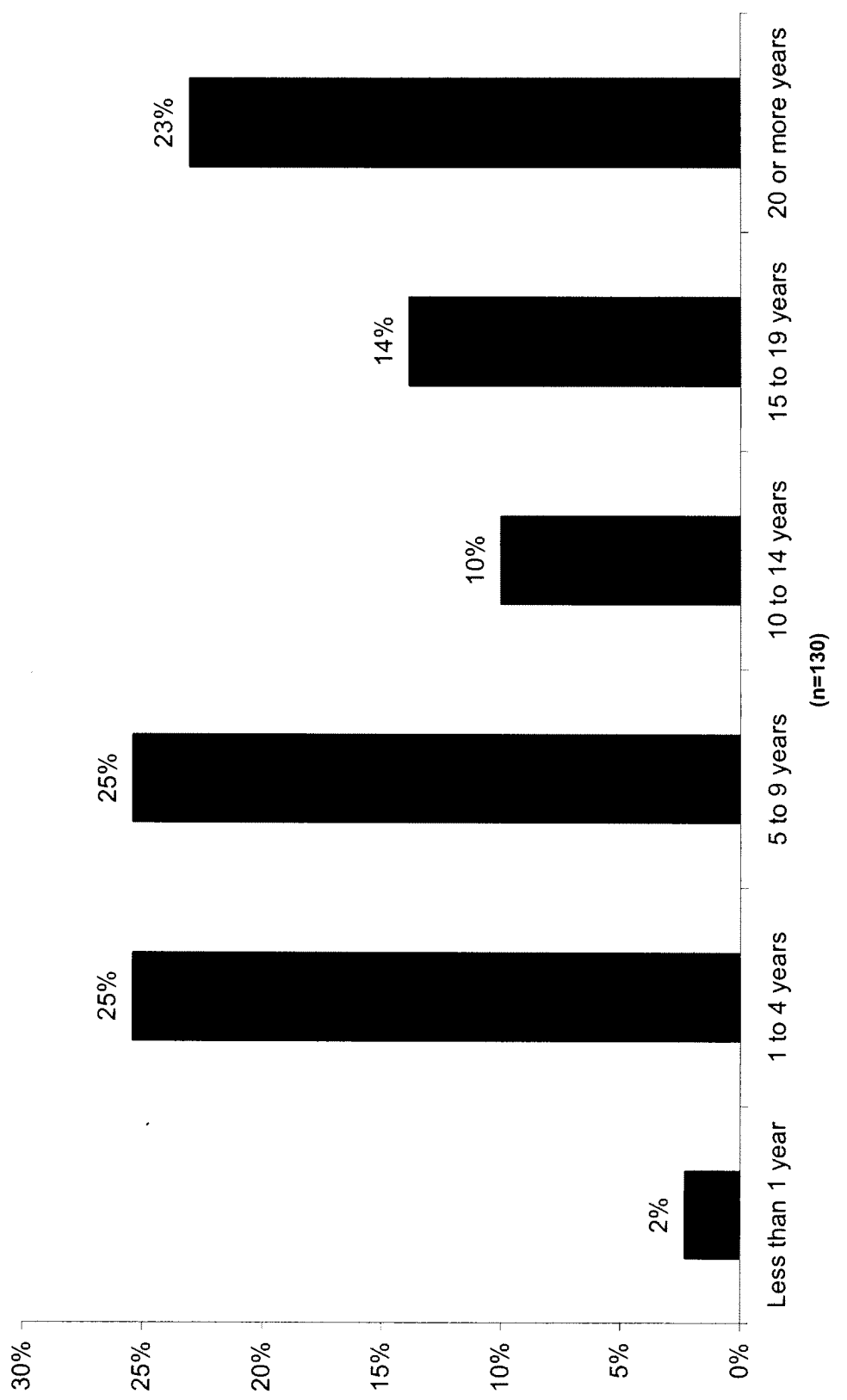
**Chart 15: Position Title**



**Q23. Which of these titles best fits your position?**

About three in 10 (31%) chose IT Director/Manager/Coordinator as the title that best fits their position and 22% indicated that they are a Division Administrator. Another 12% are Bureau or Agency Directors, 6% are Deputy Secretaries, 6% are Administrative Support/Office Managers, 5% are District/Deputy/Assistant District Attorneys, and 4% are Town Clerks/Village Administrators. About 15% listed another title or description of their position.

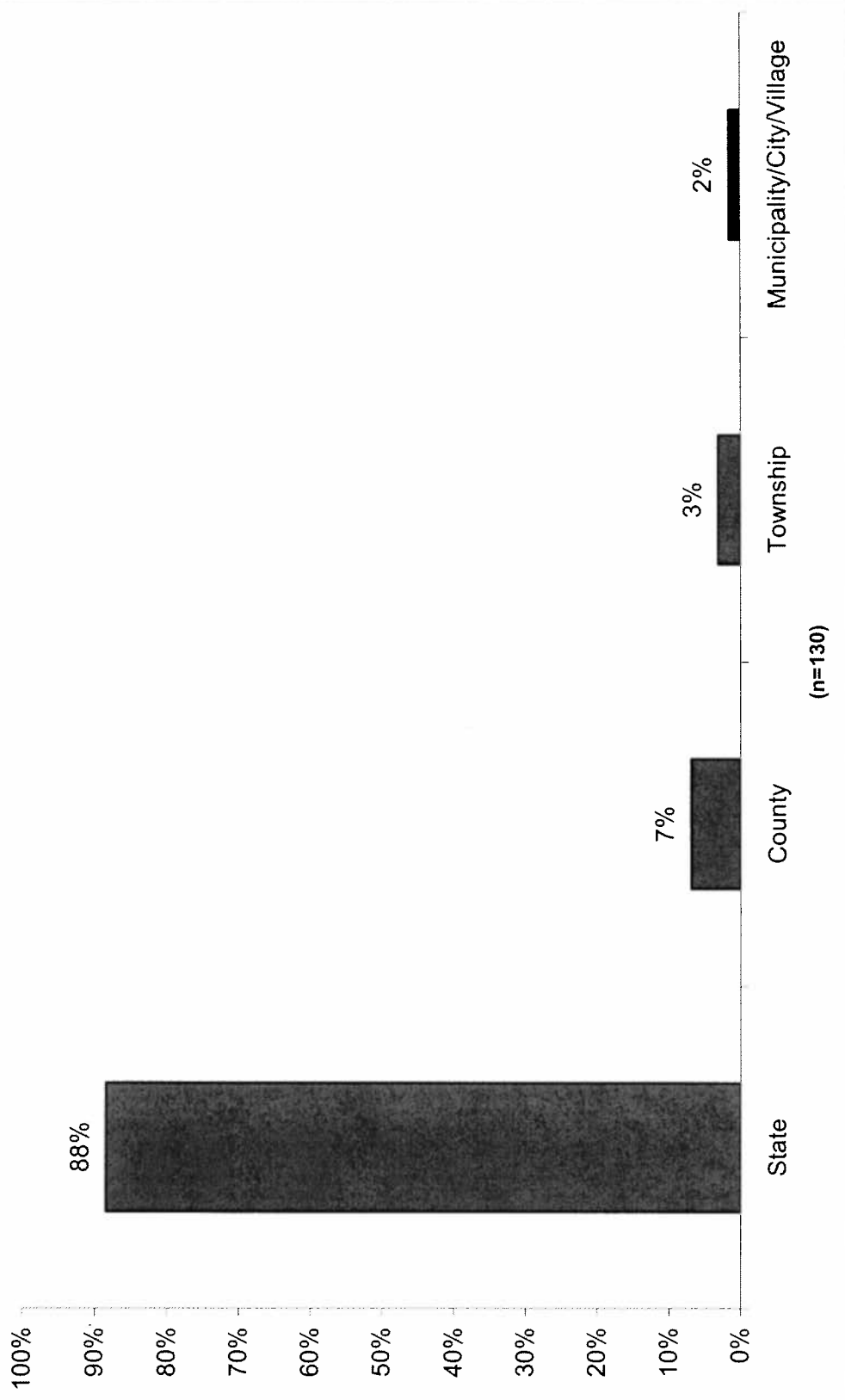
**Chart 16: Number of Years with Organization**



**Q24. How many years have you been with your organization?**

One-fourth (25%) have been with their organization for 1 to 4 years, 25% have been with their organization for 5 to 9 years, and 23% have been with their organization for 20 or more years. Another 14% have been with their organization for 15 to 19 years, 10% have been with their organization for 10 to 14 years, and 2% have been with their organization for less than 1 year.

**Chart 17: Employer**



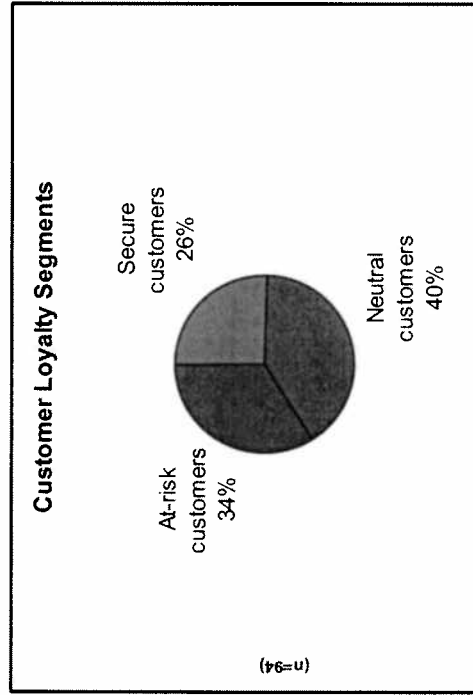
**Q25. Who is your employer?**

The majority (88%) work for the State, while 7% said their employer is a County, 3% said Township, and 2% said Municipality/City/Village.



### III. Customer Loyalty Segments

Responses given to Q.19 (overall satisfaction with DET), Q.20 (willingness to recommend DET for use by colleagues), Q.21 (willingness to use DET in the future), and Q.22 (likelihood of using a vendor besides DET if given the opportunity) were used to determine customer loyalty. Ninety-four of 130 respondents provided ratings to all of these questions. Of those, 26% were classified as secure customers, 40% as neutral customers, and 34% as at-risk customers. Secure customers gave relatively high ratings to satisfaction and willingness to recommend and use DET and low ratings to likelihood of using another vendor, while at-risk customers expressed a lower level of satisfaction, a lower level of willingness to recommend and use DET, and a greater likelihood of using another vendor if given the opportunity. While neutral customers tended to provide middle-of-the-road scores, there is an opportunity for DET to increase loyalty among members of this group.



	Secure customers	Neutral customers	At-risk customers
Overall satisfaction with DET	Mean: 84.5 Median: 82.5 Valid N: 24	Mean: 52.1 Median: 50.0 Valid N: 38	Mean: 18.0 Median: 15.0 Valid N: 32
Willingness to recommend DET for use by colleagues	Mean: 86.5 Median: 90.0 Valid N: 24	Mean: 49.3 Median: 50.0 Valid N: 38	Mean: 10.1 Median: 10.0 Valid N: 32
Willingness to use DET in the future	Mean: 90.4 Median: 90.0 Valid N: 24	Mean: 55.1 Median: 52.5 Valid N: 38	Mean: 13.2 Median: 10.0 Valid N: 32
Likelihood of using a vendor besides DET if given the opportunity	Mean: 41.6 Median: 27.5 Valid N: 24	Mean: 59.7 Median: 60.0 Valid N: 38	Mean: 89.8 Median: 95.0 Valid N: 32

The following table shows ratings given by customer loyalty segments to other key questions of interest:

**RATINGS GIVEN BY CUSTOMER LOYALTY SEGMENTS**

		<b>SECURE CUSTOMERS</b>	<b>NEUTRAL CUSTOMERS</b>	<b>AT-RISK CUSTOMERS</b>
Q7A IMPORTANCE OF TIMELINESS	Mean	93.3	89.3	95.7
	Median	100.0	90.0	100.0
	Valid N	24	37	32
Q7B IMPORTANCE OF ACCESSIBILITY	Mean	92.5	88.3	93.6
	Median	95.0	90.0	95.0
	Valid N	24	36	31
Q7C IMPORTANCE OF COST	Mean	84.3	85.9	92.2
	Median	95.0	90.0	95.0
	Valid N	23	37	32
Q7D IMPORTANCE OF COURTEOUS STAFF	Mean	86.9	78.1	83.6
	Median	90.0	80.0	80.0
	Valid N	24	37	31
Q7E IMPORTANCE OF COMPETENT STAFF	Mean	95.6	92.8	96.5
	Median	100.0	95.0	100.0
	Valid N	24	37	32
Q7F IMPORTANCE OF HELPFUL STAFF	Mean	92.1	88.9	94.0
	Median	92.5	90.0	100.0
	Valid N	24	37	31
Q7G IMPORTANCE OF EASE OF USE	Mean	90.2	84.2	87.0
	Median	90.0	85.0	90.0
	Valid N	24	37	32
Q7H IMPORTANCE OF UP-TO-DATE	Mean	89.8	80.5	87.9
	Median	90.0	80.0	90.0
	Valid N	23	37	32
Q7I IMPORTANCE OF USEFULNESS	Mean	90.6	89.3	95.7
	Median	92.5	90.0	99.0
	Valid N	24	37	32

**RATINGS GIVEN BY CUSTOMER LOYALTY SEGMENTS**

		<b>SECURE CUSTOMERS</b>	<b>NEUTRAL CUSTOMERS</b>	<b>AT-RISK CUSTOMERS</b>
Q8 HOW WELL IT SERVICES VENDOR WOULD NEED TO PERFORM IN ORDER TO SATISFY EXPECTATIONS	Mean Median Valid N	87.7 90.0 22	83.5 90.0 35	86.5 90.0 31
Q10A RELATIONSHIP WITH DET: NEGATIVE [0] - POSITIVE [100]	Mean Median Valid N	82.9 80.0 24	49.7 50.0 36	26.1 22.5 32
Q10B RELATIONSHIP WITH DET: UNRELIABLE [0] - DEPENDABLE [100]	Mean Median Valid N	77.1 82.5 24	54.9 50.0 35	30.1 25.0 30
Q10C RELATIONSHIP WITH DET: INCOMPATIBLE [0] - COMPATIBLE [100]	Mean Median Valid N	79.2 80.0 24	56.8 52.5 36	25.2 25.0 29
Q10D RELATIONSHIP WITH DET: UNPROFESSIONAL [0] - PROFESSIONAL [100]	Mean Median Valid N	90.6 90.0 24	65.3 70.0 36	40.6 47.5 30
Q10E RELATIONSHIP WITH DET: APATHETIC [0] - RESPONSIVE [100]	Mean Median Valid N	87.7 90.0 24	54.2 60.0 36	27.5 25.0 32
Q10F RELATIONSHIP WITH DET: DISTANT [0] - CLOSE [100]	Mean Median Valid N	68.8 75.0 24	45.0 50.0 36	19.2 10.0 31
Q10G RELATIONSHIP WITH DET: WEAK [0] - STRONG [100]	Mean Median Valid N	78.3 80.0 24	50.3 50.0 36	24.1 15.0 30
Q13A VALUE OF DET: INFERIOR [0] - SUPERIOR [100]	Mean Median Valid N	78.1 77.5 24	48.6 50.0 36	24.8 20.0 32

**RATINGS GIVEN BY CUSTOMER LOYALTY SEGMENTS**

		<b>SECURE CUSTOMERS</b>	<b>NEUTRAL CUSTOMERS</b>	<b>AT-RISK CUSTOMERS</b>
Q13B VALUE OF DET: CLUELESS [0] - KNOWLEDGEABLE [100]	Mean	84.2	53.1	32.0
	Median	85.0	55.0	30.0
	Valid N	24	36	32
Q13C VALUE OF DET: EXPENSIVE [0] - INEXPENSIVE [100]	Mean	68.4	39.9	14.1
	Median	75.0	40.0	10.0
	Valid N	19	35	32
Q13D VALUE OF DET: MUNDANE [0] - INSIGHTFUL [100]	Mean	75.2	53.0	27.1
	Median	75.0	50.0	25.0
	Valid N	21	35	30
Q13E VALUE OF DET: INCONVENIENT [0] - CONVENIENT [100]	Mean	77.0	49.6	25.0
	Median	80.0	50.0	22.5
	Valid N	22	36	30
Q13F VALUE OF DET: INACCURATE [0] - ACCURATE [100]	Mean	84.3	53.8	33.3
	Median	85.0	50.0	30.0
	Valid N	22	36	31
Q13G VALUE OF DET: LATE [0] - TIMELY [100]	Mean	82.3	45.9	27.9
	Median	85.0	45.0	22.5
	Valid N	24	35	32
Q16A PROCESSES AND ATTRIBUTES OF DET: IRRELEVANT [0] - RELEVANT [100]	Mean	82.0	63.1	42.3
	Median	90.0	60.0	50.0
	Valid N	22	34	30
Q16B PROCESSES AND ATTRIBUTES OF DET: COMPLICATED [0] - SIMPLE [100]	Mean	70.0	40.3	23.2
	Median	65.0	45.0	10.0
	Valid N	23	34	31
Q16C PROCESSES AND ATTRIBUTES OF DET: CUMBERSOME [0] - STREAMLINED [100]	Mean	69.1	37.4	18.4
	Median	75.0	40.0	10.0
	Valid N	23	34	32

**RATINGS GIVEN BY CUSTOMER LOYALTY SEGMENTS**

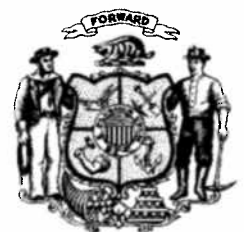
		<b>SECURE CUSTOMERS</b>	<b>NEUTRAL CUSTOMERS</b>	<b>AT-RISK CUSTOMERS</b>
Q16D PROCESSES AND ATTRIBUTES OF DET: BUREAUCRATIC [0] - BUSINESSLIKE [100]	Mean	73.9	32.4	14.6
	Median	80.0	32.5	10.0
	Valid N	23	36	32
Q16E PROCESSES AND ATTRIBUTES OF DET: SLOW [0] - FAST [100]	Mean	76.8	38.1	22.8
	Median	80.0	40.0	20.0
	Valid N	22	34	32
Q16F PROCESSES AND ATTRIBUTES OF DET: INCOMPLETE [0] - COMPLETE [100]	Mean	76.6	41.9	22.7
	Median	82.5	50.0	20.0
	Valid N	22	34	28
Q18A SATISFACTION WITH TIMELINESS	Mean	80.9	52.4	27.1
	Median	85.0	50.0	20.0
	Valid N	23	35	31
Q18B SATISFACTION WITH ACCESSIBILITY	Mean	87.8	57.9	31.1
	Median	85.0	60.0	30.0
	Valid N	23	35	29
Q18C SATISFACTION WITH COST	Mean	76.9	39.9	12.2
	Median	80.0	45.0	10.0
	Valid N	21	37	32
Q18D SATISFACTION WITH COURTEOUS STAFF	Mean	92.0	67.2	47.7
	Median	90.0	70.0	50.0
	Valid N	23	36	30
Q18E SATISFACTION WITH COMPETENT STAFF	Mean	88.9	63.0	45.8
	Median	90.0	60.0	50.0
	Valid N	23	37	31
Q18F SATISFACTION WITH HELPFUL STAFF	Mean	91.3	60.0	45.9
	Median	95.0	55.0	45.0
	Valid N	23	36	31

**RATINGS GIVEN BY CUSTOMER LOYALTY SEGMENTS**

		<b>SECURE CUSTOMERS</b>	<b>NEUTRAL CUSTOMERS</b>	<b>AT-RISK CUSTOMERS</b>
Q18G SATISFACTION WITH EASE OF USE	Mean	81.7	50.6	26.9
	Median	85.0	50.0	25.0
	Valid N	23	35	30
Q18H SATISFACTION WITH UP-TO-DATE	Mean	84.3	57.2	34.4
	Median	85.0	52.5	37.5
	Valid N	23	32	28
Q18I SATISFACTION WITH USEFULNESS	Mean	84.8	54.9	24.8
	Median	85.0	57.5	20.0
	Valid N	23	34	31



# WISCONSIN STATE LEGISLATURE




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## Initiative Information

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## Initiative Oversight Committee (IOC)

The Initiative Oversight Committee (IOC) is responsible for managing the overall SIS effort, removing barriers to success, and ensuring overall vision and objectives are being met. This committee makes sure implementation projects are being aligned with the ongoing services being established. Specific work is done directly with the project managers of each SIS project and with each service manager responsible for the service after the initial implementation.

### IOC Members:

**Joe Rueden**, IOC Chair and Organization Project Co-manager, DOA  
**Jeanne Owings**, IOC Co-Chair, Crowe Chizek  
**Kevin Acker**, Technical Lead, DWD  
**Jeff Bombell**, Technical Lead, Crowe Chizek  
**Judy Heil**, DET Service Delivery Manager, DOA  
**Doug Schrock**, Rollout Oversight and Management, Strategy/Technical Leadership, Crowe Chizek  
**Alicia Antonetti**, Overall Rollout Project Management, Crowe Chizek  
**Tim Herbert**, Organization Project Co-manager, DOA  
**Kevin Ohl**, Organization Project Co-manager, Crowe Chizek  
**Susan Lee**, Manager, Data Center Receiving, DOA  
**Amy Lieberg**, Co-manager, Data Center Receiving, Crowe Chizek  
**Mike Averill**, DET Operations: Server, DOA  
**Amy Dustin**, DET Operations: DBA, DOA  
**Jan Schneider**, DET Operations: Network; Network Foundation Project Manager, DOA  
**Lisa Onken**, DET Operations: Ops Support, DOA  
**Trina Zanow**, DET Operations: Applications Hosting, DOA  
**Cheryl Hoffman**, DET Operations: Desktop, DOA  
**Mark Sawicki**, Support Tools Project Manager, DOA  
**John Ritchie**, Data Center Project Manager, DOA  
**Mike Lettman**, State Chief Information Security Officer, DOA  
**Rob Keis**, Security Foundation Project Co-manager, DOA  
**David Clark**, Co-manager for Technical Foundations Projects, Crowe Chizek  
**Raffi Mesdjian**, E-mail Rollout Project Manager, DWD  
**Michael Held**, Union Representative, DNR  
**John Pribek**, Communications Specialist, DOA

- [IOC Meeting Agendas and One-page Weekly Status Updates](#)
- [Weekly Detailed Status Updates Presented to the IOC](#)

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(+) External Link - Browser opens in a new window.

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**Shared Information Services (SIS)**

101 East Wilson Street

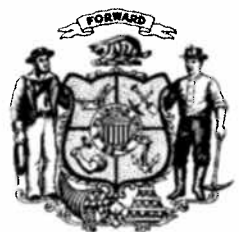
Madison, Wisconsin 53702

Phone: 608-261-5041 FAX: 608-267-0626





# WISCONSIN STATE LEGISLATURE



# Shared Information Services - Implementation Project Staffing (DRAFT)

Date last updated 12/13/05

- Advisory Groups**
- Business Steering Team (BST)
  - WI Enterprise Architecture Team (WEAT)
  - Business Continuity (COOP/COG)
  - HR Advisory Team
  - Technical Leadership Council (TLC)
  - TLC Domains

**LEGEND**

- Role staffed by State
- Role staffed by Crowe
- \* Role needed short-term

**Communications Specialist**  
John Pribek, DET

**Budget Office Representative**  
Dan Caucutt

**Union Representative**  
Mike Held, DNR

**Initiative Oversight and Management**

**IOC Chair**  
Joe Rueden, DET

**IOC Co-Chair**  
Jeanne Owings

**Overall Technical Leads**  
Kevin Acker, DWD

**Thru June, 2007**  
Jeff Bombell

**Thru June, 2007**  
(blend with Overall Rollout Project Mgmt over time)

**Agency Rollout**

**Rollout Oversight & Mgmt**  
Judy Hell, DET

**Overall Rollout Project Mgmt**  
Alicia Antonelli

**Thru June, 2007**

**Strategy/Tech Leadership**  
Doug Schrock

**Thru Dec, 2006**  
(transition to State)

**Support Tools**  
Project Mgr: Mark Sawicki, DET  
Tech Lead: Kevin Acker

**Data Center**  
Project Mgr: John Ritchie, DET  
Tech Lead: State TBD

**Network**  
Project Mgr: Diane LaCrosse, DET  
Tech Lead: Mike Bilkey, DET

**Security**  
Project Mgr: Rob Keis, DET  
Tech Lead: Andy Tuck, DET

**Organization**  
Lead DET Service Delivery Manager: Joe Rueden, DET  
SME/Project Mgr: Kevin Ohl

**Thru Feb, 2006**  
(transition to new DET Org)

**Project Manager - Technical Foundations (David Clark)**  
**Thru June, 2006**

**Manager (Data Ctr receiving)**  
Susan Lee  
In new DET Org Ongoing

**Project Mgmt Support (Data Ctr Receiving)**  
Simon Riley

**Project Mgr#1 (Impl teams)**  
Julia Hamilton

**Project Mgr#2 (Impl teams)**  
Crowe TBD

**Tech Lead**  
Crowe TBD

**Impl Team #1**  
Project Ld: State TBD  
State Resources

**Impl Team #2**  
Project Ld: State TBD  
State Resources

**Impl Team #3**  
Project Ld: State TBD  
State Resources

**Impl Team #4**  
Project Ld: State TBD  
State Resources

**Data Ctr Receiving Team**  
Project Lds: State TBD  
State Resources

**Rollout Analyst**  
Lisa Jorgensen, DET

**Rollout Analyst**  
Roshan Patel

**Thru Jan, 2006**

**Server Support**  
Project Mgr: Lisa Orken, DET  
Tech Lead: J. Sylla, DOC  
M. Wacholz, DWD

**DBA Support**  
Project Mgr: Mary McCluskey, DOC  
Tech Lead: Mike Held, DNR

**Network (LAN)**  
Project Mgr: Janet Anderson, DET  
Tech Lead: Todd Palmer, DOR

**Security Mgmt**  
Project Mgr: Rob Keis, DET  
Tech Lead: Andy Tuck, DET

**Application/ Web Hosting**  
Project Mgr: Todd Johnson, DET  
Tech Lead: Max Babler, DET

**Storage Hosting**  
Project Mgr: Phil Schwarz, DET  
Tech Lead: Scott Skindzelewski, DET

**Email Hosting**  
Project Mgr: Rafi Mesdjian, DWD  
Tech Lead: Wendy Fassbender, DET

**Project Manager - Hosted Services (Kathy Koehler)**  
**Thru Dec, 2005/Jan, 2006**  
(transition to new DET Org)

**Service/Foundation Team Project Mgmt Assistance**  
Mark Neiman

**Thru Dec, 2005**

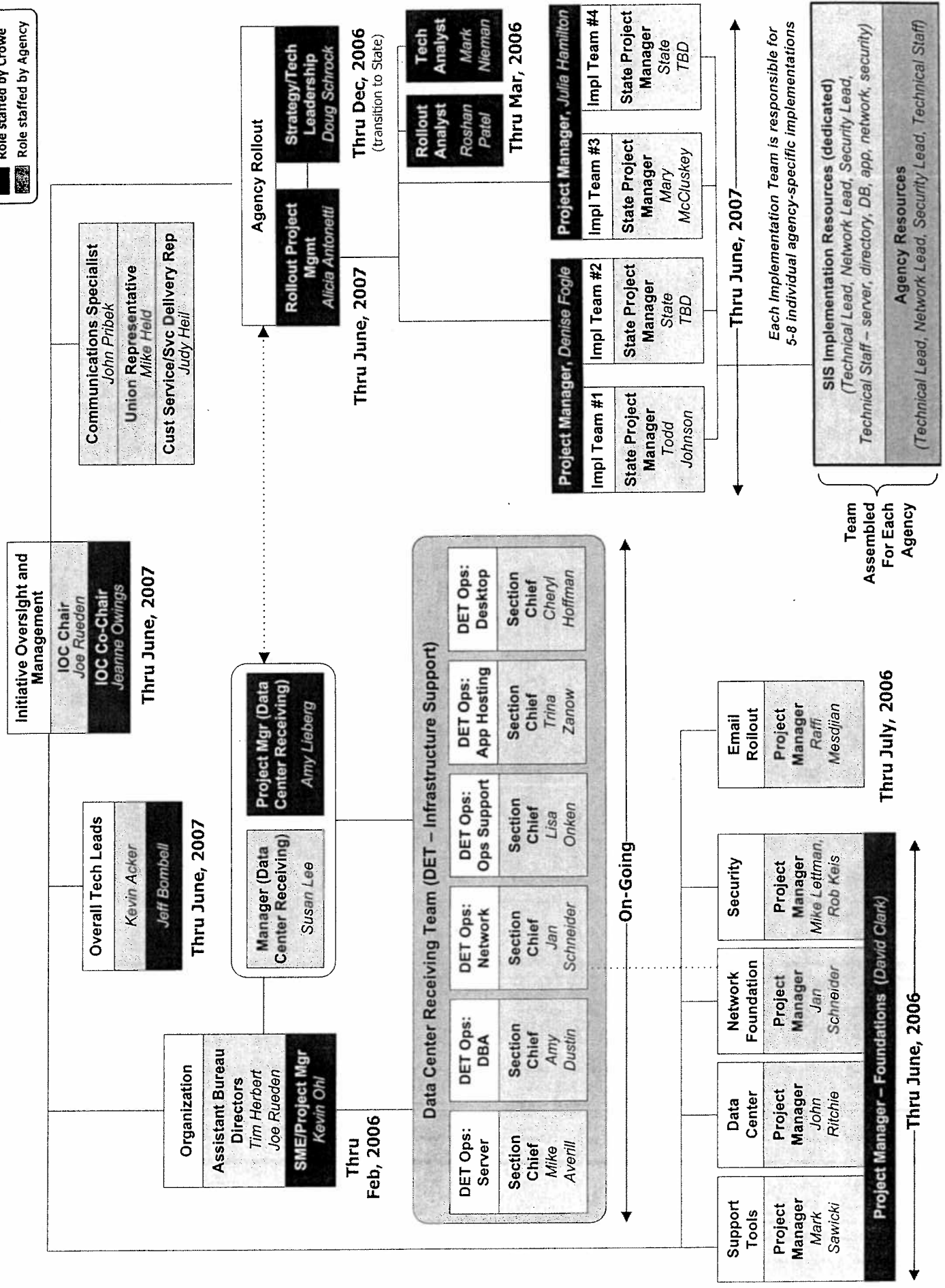
NOTE: This staffing model represents the staffing needed to run the initiative and associated projects. It does not represent the end-state staffing of the new organization



# Shared Information Services - Implementation Project Staffing

**LEGEND**

- Role staffed by State
- Role staffed by Crowe
- Role staffed by Agency



# Shared Information Services - Implementation Project Team Staffing (DRAFT)

**Overall Initiative Team Members**  
 Joe Rueden,DET (IOC Chair)  
 Jeanne Owings,Crowe (IOC Co-Chair)  
 Kevin Acker,DWD (IOC Tech Lead)  
 Jeff Bombell,Crowe (IOC Tech Lead)  
 John Pribek,DET (Communications)  
 Mike Heid,DNR (Union)  
 Judy Heil,DET (Cust Svc/Svc Delivery)  
 Kevin Ohi, Crowe (Organization)  
 Doug Schrock, Crowe (Rollout)  
 Alicia Antonetti, Crowe (Rollout)  
 Mark Nieman, Crowe (Rollout)  
 Roshan Patel, Crowe (Rollout)

Commerce	DOC	SFP	Tourism
Mary McCluskey (PM) JD Urfer (Tech Ld)  Terry Bowman (Network) Mark Lacattiva (Cust Svc) Rob Keis (Security) Augie Moen Stan Rogers Dave Zimmerman	Mary McCluskey (PM) Steve Henning (Tech Ld)  Lokesh Doddi Mindy Hickman Rob Keis (Security) Mike Meehan (Network) Paula Mickelson Bernie Mrazik (Cust Svc) Penny Mularkey Bill Winters Dave Zimmerman	Mary McCluskey (PM) Rob Keis (Tech Ld)  Mark Anthon Ben Banks (Network) Rita Harmack (Cust Svc) Rob Keis (Security) Steve Lepak Paula Mickelson Patricia Moran Jeff Thomas	Mary McCluskey (PM) Bill Winters (Tech Ld)  Lokesh Doddi Rod Hammons Mary Ellen Havel-Lang (Cust Svc) John Jorgensen Rob Keis (Security) Mike Meehan (Network)

**Project Manager (Julia Hamilton, Crowe)**

DHFS	DNR	WHS	OST
Todd Johnson (PM) Derek Gastin (Tech Ld)  Chris Buechler (Network) Lokesh Doddi Mary Ellen Havel-Lang (Cust Svc) Rob Keis (Security) Kim Kneebone Augie Moen Robert Taylor Gwen Thomas Patrick Zweifel	Todd Johnson (PM) Max Babler (Tech Ld)  Rod Hammons Rita Harmack (Cust Svc) Rob Keis (Security) Kim Kneebone Patricia Moran Dave Olson (Network) Stan Rogers Mike Rousse Chris Schwartz Robert Taylor	Todd Johnson (PM) Connie England (Tech Ld)  Harish Amin Ben Banks (Network) Mary Ellen Havel-Lang (Cust Svc) John Jorgensen Rob Keis (Security) Kim Kneebone Stan Rogers Mike Rousse Jeff Thomas	Todd Johnson (PM) Chris Schmidt (Tech Ld)  Mark Anthon Mike Bilkey (Network) Mindy Hickman Rob Keis (Security) Mark Lacattiva (Cust Svc) Paula Mickelson Jeff Thomas

**Project Manager (Denise Fogle, Crowe)**

OCI
TBD (PM) Terry Oliverson (Tech Ld)  Harish Amin Diane Balmer Mike Bilkey (Network) John Jorgensen Rob Keis (Security) Kim Kneebone Mark Lacattiva (Cust Svc) Paula Mickelson Jeff Thomas

Support Tools
Mark Sawicki,DET (PM) Kevin Acker,DWD (Tech Ld)  Jennifer Sutherland,DHFS Amit Trivedi, DET JD Urfer,DET

**Project Manager (David Clark, Crowe)**

Data Center Receiving
Susan Lee,DET (PM) TBD (Tech Ld)  TBD

**Project Manager (Amy Lieberg, Simon Riley, Crowe)**



## State of Wisconsin


**Information Technology  
Directors' Council**


---

**ITDC Input to DOA regarding Server  
Consolidation**

January 21, 2004

*Related Resources*
 :: RFP 3113 Server  
Consolidation
**Summary**

Members of the Wisconsin Information Technology Directors Council (ITDC) recognize the advantages and cost savings that may be achieved by consolidating server resources and operations. However, based on the initial findings of the Technology Leadership Council's Server Domain, we think it is in the best interest of the state to point out some of the uncertainties, costs and risks associated with the potential benefits of server consolidation and in the current processes being used to pursue these potential benefits. Our concerns are echoed by Gartner studies that show nearly 30% of outsourced IT infrastructure efforts fail to achieve desired cost reduction goals, and that careful planning and analysis are critical. In short, there should be a careful cost benefit analysis done before proceeding.

---

**Executive Committee**

 :: Frank Ace, DOJ  
 :: Oskar Anderson, DOR  
 :: Tony Cappozzo,  
    Veterans Affairs  
 :: Jack Duwe, UW-Madison  
 :: Judy Heil, DATCP  
 :: Dave Hinrichs, ETF  
 :: Vinnie Thousand, DWD
**Opportunities**

Industry wide, relatively short term (1-2 year) savings from server consolidation can come primarily from four areas:

- More effectively utilizing excess capacity in processing power and storage space on the servers
- More effectively utilizing excess capacity in staff that purchase, install, and maintain servers
- More effectively utilizing excess capacity in the facilities used to house the servers and support staff
- More effectively utilizing licenses for software running on the servers.

If excess capacity does not exist, it is doubtful any short term savings will be realized.

Longer term savings (2-5 years) could also be achieved if, in addition to simply consolidating servers, you create a more standardized and efficient environment in which to develop, deploy and support business applications

## **Real Excess Capacity**

Most state agencies have experienced very significant budget cuts during the past four years. During that time many agencies have already realized the savings associated with excess capacity in server hardware, support staff and facilities. This is especially true of support staff. Many people who spend part of their time supporting servers in a generic sense also spend a great deal of time supporting agency specific business applications at the server and sometimes the desktop level. They are also key to the development and procurement of business applications. This is heightened in the small agency model – where due to small IT budgets a single staff person may be supporting the majority of technologies in the agency. Cost increases for existing IT services could severely impact the agency's ability to accomplish its business initiatives. Therefore, industry averages should not be used for estimating savings in this area. Only current, detailed information obtained from each agency should be used.

## **Systems Complexities**

The costs associated with housing multiple business applications on a single server environment should not be underestimated. One of the most significant challenges of working with today's Web based technologies is making sure that the specific versions of all the different pieces of software running on a server, or set of servers that are required to support a single business application all work together. There can be literally dozens of components involved in each case. Seemingly harmless upgrades to one component can cause malfunctions or create weakness in systems security. This can lead to serious outages, hours of trouble shooting, and coordinating the efforts of multiple vendors.

The complexities described above can diminish any savings assumed from planning on a more homogenous environment and can increase maintenance costs. The grouping and placing of business applications should be very carefully planned and tested.

## **Service Levels**

Currently each business application running has a "service level" associated with it. That service level may be assumed, or it may be very well documented depending on the criticality of the application and the formality of the hosting agency's methods of operation. The highest service levels may require redundant hardware and software, 24x7 on call support from state staff and vendors, and may require the ability to run at an alternate location in the event of a problem at the primary location. Identifying, developing and maintaining the appropriate service levels will be a lengthy and critical process. This process and the resulting services will erode many short term savings and may stretch out the payback period of long term savings.

All costs and charge backs associated with server consolidation and providing the variety of service levels required should be

carefully developed and analyzed before any savings are projected. This should include costs associated with higher levels of service like 24x7 support, backup generator power, fully redundant hardware and software, as well as a backup site. Existing agency resources dedicated to these additional services should be assessed to determine their costs and to maximize efficiencies.

## **Security**

Just as different business applications have different service levels, many have different security requirements – both at the physical and at the systems level. Differing security requirements will affect staff hiring, work assignment practices, facilities design, and systems maintenance procedures. These variables will also impact both short and long term savings since they may decrease our ability to have a homogeneous environment.

Security levels should be defined, and all associated cost chargeback's identified prior to estimating savings.

## **Risk to the Business**

As security and service level requirements are being analyzed, it is also important to consider the risk level that is acceptable to a given line of business. Acceptable risk will have a defining impact on both areas. Consolidation without redundancy can create a single point of failure. Just as some companies preventing too many key employees from traveling on the same air plane at the same time, the state will need to define how many, and which key applications can run on the same set of equipment, in the same location. This will not only be a factor in the event of a failure, but also when routine planned maintenance affects a facility or operations center. Risks will naturally occur during implementation any major initiative or migration, like server consolidation. Those implementation related risks should also be carefully identified and overall risk mitigation plans developed.

## **Standardized Environments**

Standardizing the environment in which business applications are implemented and maintained can lead to a more effective and efficient organization. Open standards are available and many vendors are using them to produce business applications today. It is probably safe to assume a significant percentage of the State's business applications could be migrated to a standard platform. That process, however, could potentially be very costly and time consuming. Also, with technology changing rapidly, as well as the methods in which we obtain business applications, the use of Application Service Providers for example, it is unlikely we'll get the vast majority of our business applications on a common platform in time to realize significant savings. The variables involved in predicting such long term savings are so numerous and rapidly changing that extreme caution should be urged in making any savings estimates. The environments which are most easily standardized (and hence provide the greatest cost savings) should be addressed first.



This may include already commoditized services such as e-mail, file/print, web hosting, GIS hosting and problem/change management.

## **Rates**

Since the Division of Enterprise Technology (DET) is primarily rate driven, any rate structure related to developing and supporting a central server operation needs to be calculated before any consolidation takes place if you are going to have an accurate cost benefit analysis. A consolidated server environment is likely to be more complex to set up and maintain initially than the existing mainframe environment DET is familiar with running. All start up costs, like possible network expansion, will also need to be taken into account. These factors may lead to a higher rate schedule for the first several years, but will be very important to identify for all agencies since budgets continue to decline.

## **Research, Development and Capitalizing on New Technology**

Perhaps one of the least publicized concerns related to server consolidation and a very standardized environment is the negative effect it may have on research, development and the effective use of new technology. A common, shared environment may limit the speed of adapting new technology to that of the slowest partner in a given group. Given the variety of cultures, funding sources and levels, and businesses of state agencies this could be a significant deterrent to the State's ability to utilize new technology, and to attract and retain high quality IT staff. The ability to create environments to adapt newer technology outside of the common, shared environment should be included in the short and long term savings calculations.

## **The Process**

The formulas used to estimate savings from server consolidation are simple. The difficult task is getting accurate and complete information related to the current environments to make the initial estimates, accurately calculating all the costs associated with implementation, and monitoring all the key variables in order to compare the real costs of the new environment with the old one. This obviously complex process warrants an approach where specific, phased objectives are outlined, and pursued. Clearly there are some opportunities that are likely to be more productive than others. These should be undertaken first, with an opportunity provided to learn from the process and new ongoing operations before more difficult steps are taken.

While the use of an outside partner could be very valuable, the process described above may be difficult to meld with the concept of using a partner who gets compensated only from achieved savings. It's not hard to envision a scenario where agencies lose resources and associated funding, only to have to pay more for similar set of services due to inadequate planning and disagreements over actual savings. Care must also be taken to ensure the quality of service is not compromised in the name

of savings. Certainly, the development of such a contract and its oversight will be a challenge new to the state, and one which should not be underestimated. All estimates for expenses, rates, and savings should be shared with the state budget office prior to any decisions being made. In addition, we should consider sharing our plans, methods and analysis with an independent consultant who will not be involved in the consolidation itself. This third party review process may be an effective audit tool that could be used throughout the process.

## **Conclusion**

Consolidating the State's server environment as well as creating a more common development and support environment are initiatives worthy of full and open consideration. They will in all likelihood lead to savings and to more effective use of IT throughout the state. It's worth noting, however, that many of the potential savings associated with these initiatives could be realized regardless of where the physical assets are located. We believe it is imperative for the success of these efforts, that agency staff from both the IT and business side be involved, that all options be fairly considered, and the development of any contracts with business partners be an open and careful process. The IT leadership within the state is a dedicated and talented group. We welcome the challenge to do business in truly different ways and to respond to the needs of the state in a timely and effective fashion.

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Updated February 2, 2004