

# IT Shared Services Strategic Governance

# What is IT Governance?

*Definition: IT governance will enable effective decision making across South Carolina to guide the transition to IT Shared Services*

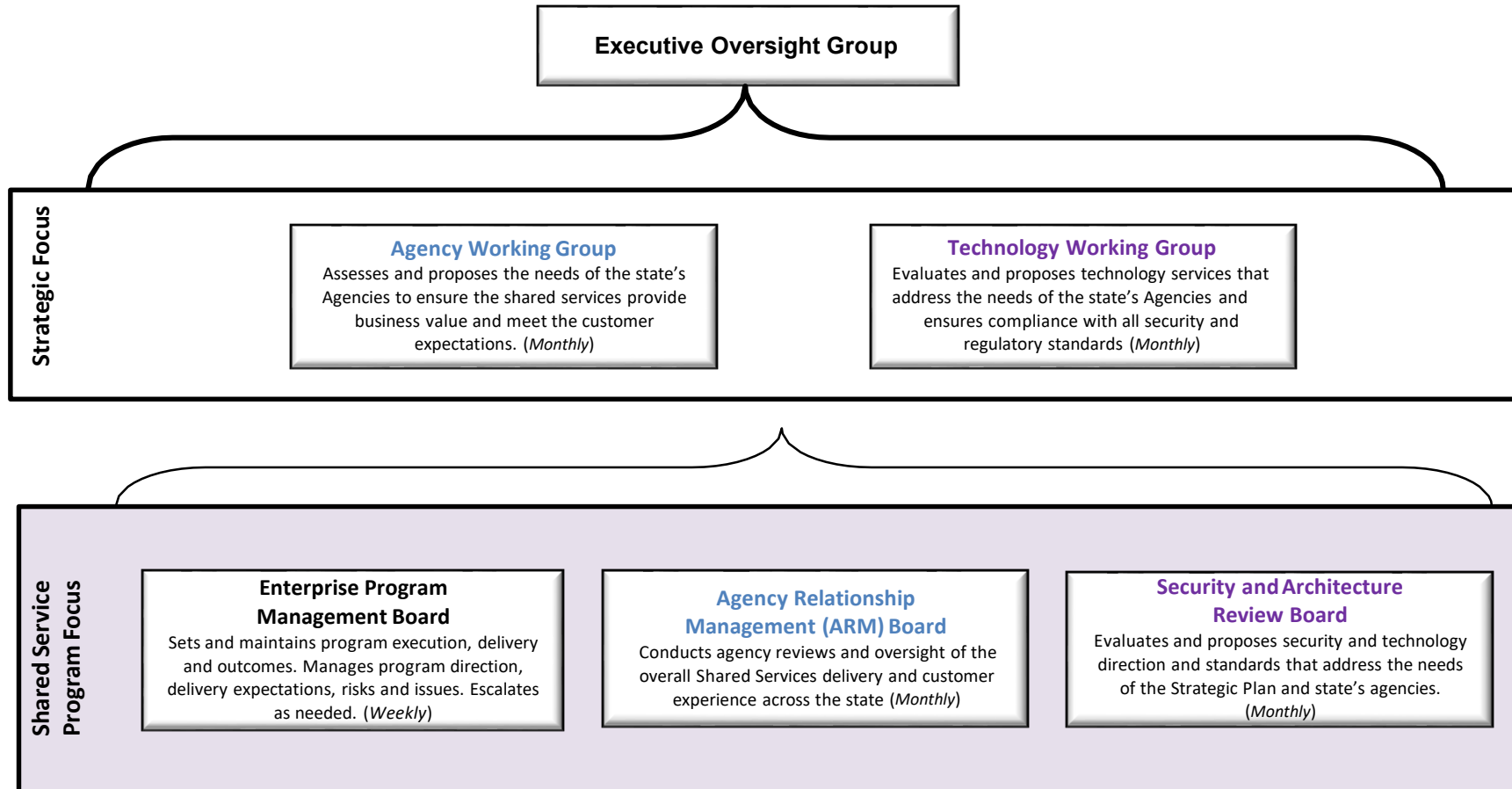
## Focus:

- Which decisions need to be made?
  - Strategic, programmatic, operational
- Who has decision rights?
  - Who provides input?
  - Who recommends a course of action?
  - Who makes the decision?
  - Who must approve or agree to the decision?
- How are the decisions formed and enacted?
  - Processes
  - Structures
  - Mechanisms

## IT Governance is:

- A decision making framework that reflects an organization's goals and priorities, and how the enterprise intends to achieve them.
- Defined by processes that cover the structures and methods used to execute and institutionalize the governance framework by:
  - Setting goals
  - Establishing policies, practices, procedures and the organizational structure to provide reasonable assurance that enterprise goals will be met
  - Resolving conflicts, competing objectives and easing natural tensions between organizational groups and functional areas

# IT Shared Services Strategic Governance Layers and Supporting Groups



# Executive Oversight Group

## Charter Overview

- The Executive Oversight Group is **accountable for oversight of the delivery** of all shared services as defined within the Statewide Strategic IT Plan, including the overall strategic direction of the IT shared services program.
- The purpose of the Executive Oversight Group is to **ensure the effective and efficient use of information technology** to achieve the statewide strategies and goals within acceptable levels of risk.
- The Executive Oversight Group is tasked with and accountable for **ensuring the shared service initiatives deliver value and expected benefits** from new investments are fully realized.
- Within the Executive Oversight Group, **decisions are made by discussing items or issues and coming to consensus**. Consensus does not necessarily mean that each member concurs with the decision itself, but rather, supports the decision and will visibly demonstrate that support within the organization.
- The Executive Oversight Group will be chaired by the Executive Director, South Carolina Department of Administration. The chair position will be a permanent position.

# Executive Oversight Group

## Charter Overview (Continued)

- The Executive Oversight Group serves as the **primary decision-making body** for statewide IT Shared Services across:
  - **Agency transition prioritization and schedules.**
  - **IT Services that will be provided**, either by the state's IT Shared Service organization or as brokered for external services.
  - **Funding and prioritization** of projects designed to implement IT shared services and IT strategy initiatives.
  - **Alignment of IT investments** to achieve the state's goals and Statewide IT Strategy.
  - **Resolution of issues and conflict.**
- The Executive Oversight Group will **use defined evaluation criteria**, prioritize approved projects and determine if and when projects and change requests will be funded to support statewide shared services.
- The Executive Oversight Group will:
  - Ensure a **steady flow of communications**. Communicate strategy and committee investment decisions to stakeholders to **create understanding at all levels** of the enterprise about which investments have been approved.
  - **Review progress of technology projects**, services and investments at the strategic level is successful. **Resolve issues** that impede the effective delivery of investments.
  - **Explore opportunities to leverage** the statewide technology ecosystem, as well as use state or other municipal IT services to **foster innovation** and **maximize use of available resources**.

# IT Shared Services Execution

## *Executive Oversight Group Decisions and Guidance*

### Key success factors and measures to ensure business value from IT Shared Services across South Carolina

#### Drivers for Change to IT Shared Services

- Improved cost efficiency and effectiveness.
- Improved security.
- Improved disaster recovery.
- Improved operational and service efficiency.
- Improved high-level customer satisfaction.
- Increased Innovation to better serve the state.

#### Criteria to prioritize agency transitions

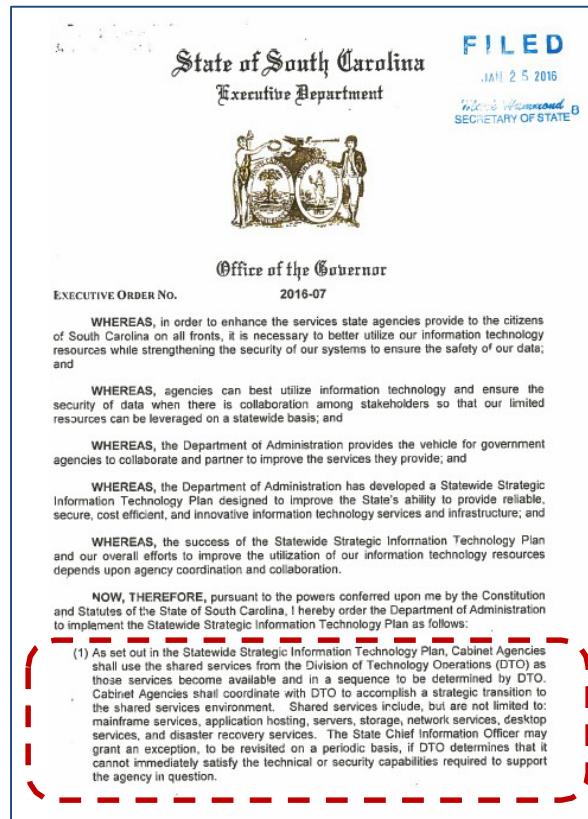
- Major compelling events (growth, refresh, consolidation, risks, mandates, etc.).
- Degree of alignment with DTO services, security and technology capabilities.
- Criticality of IT to achieve agency mission.
- Complexity and level of effort required to transition.
- Agency readiness to transition.
- Quick win potential.

#### Measurable Achievements

- Customer satisfaction/user experience for external (citizen) and internal (agency partners) customers.
- Cost reduction and cost avoidance of technology services.
  - Ongoing management.
  - Ongoing staff, headcount and IT-related FTE.
  - Ongoing technology.
  - One-time transition to the new model.
- Savings expected to be achieved over time (not immediately).
- Potential upfront investment costs to gain savings over the long term.
- Performance metrics on services provided (quality, better, faster, cheaper).
- New services and capabilities previously not available.
- IT strategic plan successes.
- Agency engagement and participation (breadth and depth).

# Exception Handling Approach

How are “exceptions” defined?



Source: State of South Carolina Executive Order No. 2016-07

“...(1) As set out in the Statewide Strategic Information Technology Plan, Cabinet Agencies shall use the shared services from the Division of Technology Operations (DTO) as those services become available and in a sequence to be determined by DTO.

Cabinet agencies shall coordinate with DTO to accomplish a strategic transition to the shared service environment. Shared services include, but are not limited to: mainframe services, application hosting, servers, storage, network services, desktop services and disaster recovery services.

The State Chief Information Officer may grant an exception, to be revisited on a periodic basis, if DTO determines that it cannot immediately satisfy the technical or security capabilities required to support the agency in question...”

# Exception Handling Approach (cont.)

How should exceptions be handled?

*“...The State Chief Information Officer may grant an exception, to be revisited on a periodic basis, if DTO determines that it cannot immediately satisfy the technical or security capabilities required to support the agency in question...”*

## **What determines if an exception request is needed for IT Shared Services?**

- Any agency where DTO cannot provide or broker the technical or security capabilities.
- Any agency that is not included in the current transition plan as managed by the Program Management Office.

## **Who determines and grants exceptions?**

- Exception decisions are managed by IT Shared Service Governance and considered by the Executive Oversight Group.

## **When will exceptions be reviewed and revisited?**

- Periodic reviews are driven by:
  - Budget submission and review process.
  - IT Planning process review through budget requests and EO/Proviso Data Collection reviews.
  - Agency IT Strategic plan review.
  - Agency related procurement requirements.
  - Agency relationship management interactions; “check with us first.”
  - Opportunities for the state to drive additional benefits: “best interest of the State.”
- Agency initiates request for exception.



# Agency Work Group

## Charter Overview

- The Agency Work Group will **ensure the effective and efficient use of information technology** to achieve agency and statewide strategies and goals within acceptable levels of risk.
- The Agency Work Group is **responsible for providing the agency mission perspective** to be addressed by IT shared services as defined within the Statewide Strategic IT Plan.
- The Agency Work Group serves as the primary decision-making body for Statewide IT Shared Services across:
  - **Assesses the business and technology needs** of the state's agencies and **how technology can support citizen service and internal business process improvements.**
  - **Ensures the services** provided by the IT shared services organization **provide value to agencies.**
  - **Provides guidance and input to the Executive Oversight Group** regarding IT shared services, outcomes and financial transparency.
  - **Partners with the Technology Work Group** to ensure services provided appropriately support current and future needs of agencies in a high quality, cost-effective manner.
  - **Explores opportunities to leverage the statewide technology ecosystem**, as well as use state or other known technology services to foster innovation and support agency mission/objectives.

# Agency Work Group

## Charter Overview (Continued)

- The Agency Work Group is tasked with **ensuring the shared service initiatives deliver value and expected benefits** at the agency level.
- The Agency Work Group will **use defined evaluation criteria, prioritize across the agency level** any requested services and projects and to support the Executive Oversight Group decisions.
- Within the Agency Work Group, **decisions are made by discussing items or issues and coming to consensus.** Consensus does not necessarily mean that each member concurs with the decision itself, but rather, supports the decision and will visibly demonstrate that support within the organization.
- The Agency Work Group will be chaired by the Chief of Staff, South Carolina Department of Administration. The chair position will be a permanent position.

# Technology Work Group

## Charter Overview

- **Evaluates and proposes technology services** that address the needs of the state's agencies.
- **Recommends technology and service options and exceptions**, in partnership with the Agency Work Group.
- **Evaluates proposed technology changes** or exceptions to the defined Enterprise Architecture, based on recommendations and input from the Security and Architecture Review Board.
- **Ensures IT shared services are clearly defined** at appropriate service levels for customer agencies.
- **Provides input to enable and support decisions** made by the Executive Oversight Group.
- Makes critical decisions regarding:
  - Technology and enterprise architecture direction, standards, polices and exceptions.
  - Compliance of IT shared services with security, disaster recovery and regulatory requirements.
  - Evolution of future IT services and use of leading technologies to address agency needs.

# Security and Architecture Review Board Role

## Planning

- Proposes security, privacy and technology direction and standards that address the needs of the Strategic Plan and the state's agencies, in the form of an Enterprise Technology Architecture (ETA) for IT Shared Services.
- Maintains and updates the ETA.
- Submits the ETA for approval annually by the Technology Work Group.

## Operations

- Ensures solution architectures for new projects are compliant with the ETA.
- Reviews requests for clarification or exception to standards defined in the ETA.
- Conducts additional tasks in support of TWG decision-making as needed.