

IT Strategic Plan Provides Roadmap to the Future for the State of South Carolina Department of Employment and Workforce

Keane's IT Strategic Plan assisted South Carolina's Department of Employment and Workforce to define an approach to manage its application portfolio and prioritize IT initiatives.

Abstract

The State of South Carolina Department of Employment and Workforce (DEW) was faced with increasing needs from its constituency, changing regulations, and shrinking personnel resources supported by legacy applications.

The state's DEW's Information Technology Group selected Keane to provide them with a two-year roadmap in the form of an IT Strategic Plan.

Challenge

The mission of South Carolina's DEW is to provide quality, customer-driven workforce services that promote financial stability and economic growth. However, fulfilling this goal is challenging given the significantly increased needs of constituents resulting from the economic downturn, numerous federal and state mandates, and limited resources. As a result, the DEW was forced to rapidly react to changing federal and state legislation and regulations and shifting funding sources, while

at the same time working to transition to its new Unemployment Insurance Benefits Application. This reactive environment made it difficult for the department to prioritize competing IT initiatives and proactively manage its applications portfolio. This in turn made it arduous for the IT group to support new projects, maintain its infrastructure and applications, improve capabilities, and become a trusted advisor to end users.

Keane Approach

Keane used the Enterprise IT Capability Framework to assess DEW's IT capabilities rating the relative maturity and attention needed for each area. This framework is a comprehensive set of IT program categories organized around the building blocks associated with an IT environment.

These categories are:

- » Stabilizing information technology operations.
- » Building enabling information technology infrastructures.
- » Implementing enterprise-wide applications.
- » Integrating enterprise-wide services and information.

Application and Infrastructure Solutions

Solution

Using its proprietary Surveyor Methodology (Keane's IT Strategy and Assessment Approach) Keane developed a holistic 2-year strategic plan for aligning business strategies and user needs with IT strategy. The plan also ensured that system hardware, software, and other vital infrastructure is in place when needed.

Keane began by assessing current IT goals and their alignment with business strategies and researched and inventoried existing business processes. Keane then identified and analyzed the strengths, weaknesses, opportunities, and threats (SWOT) associated with the current state of IT and then validated these preliminary conclusions with management. In addition, Keane adjusted the scope of the project to include special requirements requested by the client including a recommendation for a Project Prioritization Process to improve application portfolio management, and a review of unsupported technologies and human resource roles within DEW IT.

Keane used the Enterprise IT Capability Framework to assess the high level As-Is state

of DEW's IT capabilities rating the relative maturity and attention needed for each area. This framework is a comprehensive set of IT program categories organized around the building blocks associated with an IT environment.

These categories are:

- » Stabilizing information technology operations.
- » Building enabling information technology infrastructures.
- » Implementing enterprise-wide applications.
- » Integrating enterprise-wide services and information.

Keane also undertook an IT Department Processes Assessment and reviewed the department's Systems Development Life Cycle. The team gathered information using interviews and workshops with IT personnel, executives, and business users as well as an internal and external third-party document review.

Results

After carefully reviewing the SWOT analysis and validation process, Keane recommended a series of six areas in which the DEW IT team could enhance its competencies in order to build a strong, process driven foundation for managing and delivering its services. These recommendations were:

- » Focus on strengthening its foundation for managing IT services by executing a process improvement initiative, a portfolio management approach, a governance structure, more formalized roles, and enhancing internal communication.
- » Strengthen the foundation for the delivery of IT services through the use of third party capabilities for seat and email account management, network and security upgrades, and improved contingency planning.

- » Improve decision making ability as a result of enhanced business intelligence from a data warehouse.
- » Leverage stimulus monies including Supplemental Budget Requests (SBRs) and The American Recovery and Reinvestment Act (ARRA) funds to drive initiatives.
- » Mitigate risk associated with existing systems by means of a more detailed assessment for options and alternatives.
- » Implement business process improvements to more efficiently delivery services including employer self service and a more efficient call center.

Keane's State & Local Government Practice offers public sector customers proven IT applications and infrastructure solutions to solve their most difficult challenges. In fact, government is one of Keane's largest vertical sectors representing over 25% of company revenues. Keane's major state and local government solutions support human services, health, education, divisions of banks, natural resources, transportation, criminal justice, business licensing, tax and finance, and payment processing.

About Keane

Keane, an NTT DATA Company, is an IT services firm headquartered in the US with more than 12,500 professionals worldwide. For 45 years, Keane has been an Application Services specialist with distinguished project management credentials. Today, we offer a flagship suite of Application Services, as well as Infrastructure and Business Process Outsourcing solutions delivered through onsite, nearshore, and offshore resources.

Visit www.keane.com to learn how our projects, managed services, and outsourcing engagements deliver value for a range of businesses and government agencies.

Application and Infrastructure Solutions