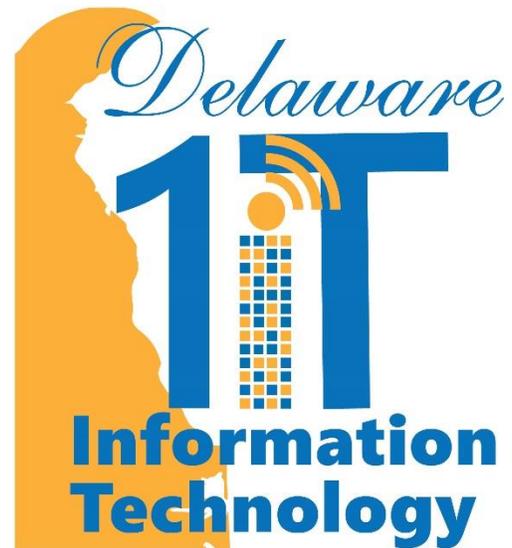


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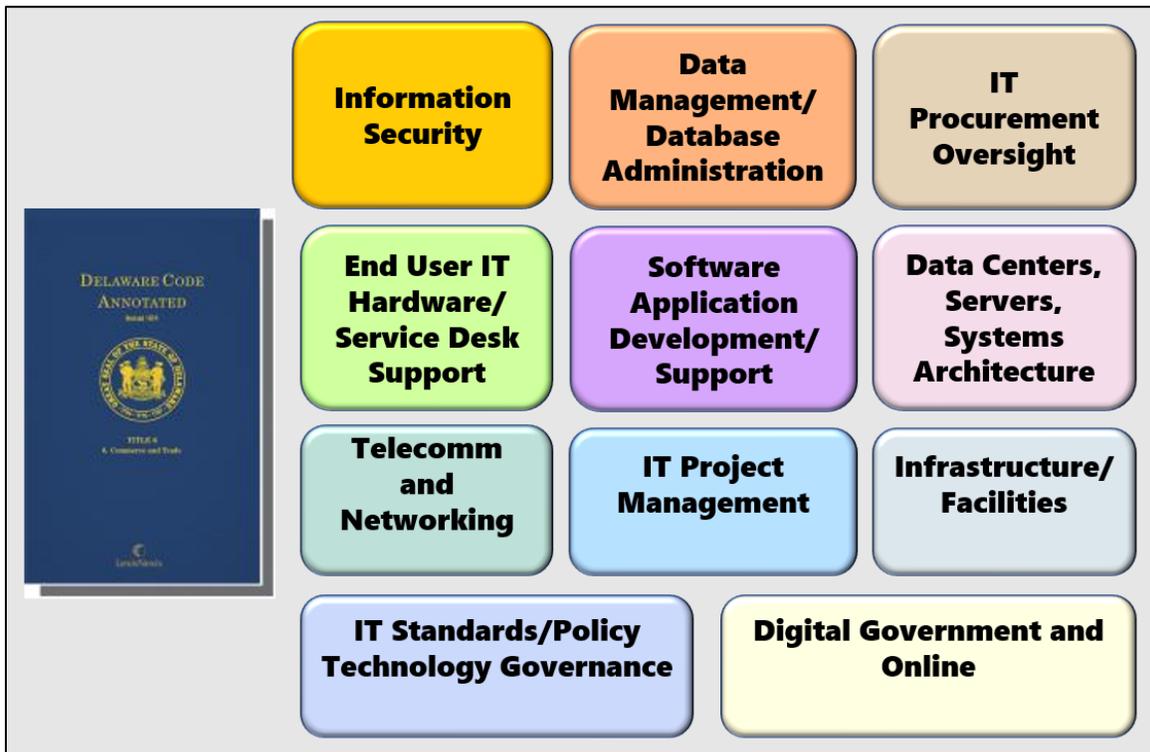
## State Agency Manager's Guide

January 2020



State of Delaware  
**Department of Technology and Information**  
800 Silver Lake Blvd.  
Dover DE 19904

Based on IT recommendations of the Government Efficiency and Accountability Review (GEAR) Board, **SB 153 modernizes DTI's enabling statute** (Title 29 Ch 90C). It authorizes the **establishment of a shared IT services model** for Executive Branch state agencies. The model centralizes the following duties and related personnel under DTI:



### Executive Branch IT Centralization

- Office of Management and Budget (OMB)
- Department of Human Resources (DHR)
- Department of Labor (DOL)
- Department of Services for Children, Youth and Families (DSCYF)
- Department of Health and Social Services (DHSS)
- Department of Safety and Homeland Security (DSHS)
  - Division of State Police (DSP)
  - Delaware Emergency Management Agency (DEMA)
- Delaware Justice Information System (DELJIS)
- Department of Corrections (DOC)
- Department of Education (DOE)

## **Guide Objectives for Agency Managers and IT Leaders**

This guide provides information for agency IT managers and supervisors to be knowledgeable and prepared to respond to personnel **Workforce Modernization** questions regarding IT Centralization (ITC). Some of the most frequently asked questions and answers have been made available here. The intention is to provide a clear, consistent message to individuals involved with the upcoming changes.

Throughout the ITC implementation, the term “**work stream**” will be used. A work stream is a smaller project required to complete IT Centralization. Work streams deliver specific outcomes such as technical assessment data, approved job classifications, or well-documented training materials. Managers need to become familiar with the broad initiatives. We are asking you to think about and understand the impacts that will affect all areas of your organization and work.

*Please take note that activities and timelines will change as ITC progresses.*

Practical things managers and supervisors can do to assist staff navigating the transition include:



- **Stay informed. Actively share and encourage use of available information resources such as the ITC web page. <https://dti.delaware.gov/digital-innovation/itc/> The website includes a more detailed FAQ which is updated regularly.**
- **Participate in ITC update meetings.**
- **Remain personally available and hold regular, timely face-to-face meetings to share information as the project work streams progress.**
- **Answer any questions employees may have to the best of your knowledge and ability.**
- **Relay questions and concerns—either through discussion with your own manager, director, change liaison, CES or by emailing the transition team mailbox, [DTI\\_IT\\_Centralization@delaware.gov](mailto:DTI_IT_Centralization@delaware.gov).**
- **Encourage staff to submit questions to the ITC mailbox.**
- **Provide staff the opportunity to schedule a dedicated, uninterrupted 45-60 minute period to provide detailed and thoughtful responses when asked to complete the ITC Personnel Skills Survey.**
- **Foster and encourage a positive atmosphere toward change.**

## ITC

Governor Carney's Government Efficiency and Accountability Review (GEAR) board included a focus on IT Efficiency which led to DTI engaging Excipio Consulting, a firm with national expertise in public and private IT centralization. Excipio alongside DTI worked to develop a new IT centralization roadmap for Delaware's future that will enable the state to:

- leverage data as a strategic asset to make better decisions and target services,
- avoid costs/reduce spending, and
- deliver innovative digital government services to all Delawareans.

The ITC effort consists of many projects in various stages —from preplanning to initiation, organized under multiple **work streams**.

Key centralization work streams are:

- Completion of Executive Branch Agency IT Centralization
- Enhanced Enterprise IT Governance
- Shared Services Chargeback Model
- Technology Modernization
- **Workforce Modernization**



## Workforce Modernization

DTI is partnering with the Department of Human Resources to bring Delaware's IT job classifications up to current IT industry standards. Job titles of the past will evolve with future needs. Personnel transitions will take place with extensive strategic thought and consideration of the entire enterprise as well as the individuals involved. State IT support will evolve to provide services within a new framework which will require new skillsets and even more workers in some areas than Delaware currently has. More information about organizational restructuring and position profiles will be provided as ITC progresses.

### **Q: Will employees lose their jobs?**

A: No, and no employee will see a decrease in salary. We anticipate reductions in some work streams to occur through attrition while augmenting staff in other areas through retraining and new hires.

### **Q: Will employees be required to relocate?**

A: Perhaps. It's possible an employee may be asked to work in different places at different times, based on the as-yet-undetermined new organizational structure or based on team assignment, training, special projects, or meetings.

### **Q: Will job duties change?**

A: Perhaps, depending on efficiencies gained, desires for new training or cross training, and to support ever-evolving and new technology offerings at the high level of service our customers expect and deserve.

**Q: Are all IT staff and assets being centralized?**

A: The model centralizes the following duties and related personnel:

- Cyber Security
- Technology End User Support
- Network Management
- Data Management
- Server Management
- IT Project Management
- IT Procurement Oversight and Fiscal Planning
- Software Application Development/Support
- IT Standards and Technology Governance

that they can successfully fulfill their new roles.

**Q: How will employees be assessed and placed into the new DTI positions?**

A: A detailed skills survey will be emailed to IT personnel via Survey Monkey. It is important that staff complete the questions thoroughly and to the best of their ability. The data from the agency technical assessments, personnel skills surveys and staff discussions will be developed into a summary to assist the transition team when making enterprise staff placement decisions.

**Q: Will reallocated staff report to a DTI supervisor/manager?**

A: We anticipate centralized staff will find a home on a DTI team under a DTI manager. Some workers may continue to report to their same immediate supervisor who, in turn may report to a DTI manager. Not all changes will be immediate, as DTI's organization anticipates changes from IT workforce modernization, which is a project that is running concurrently with IT centralization.

**Assessment and Collaboration In Scope**

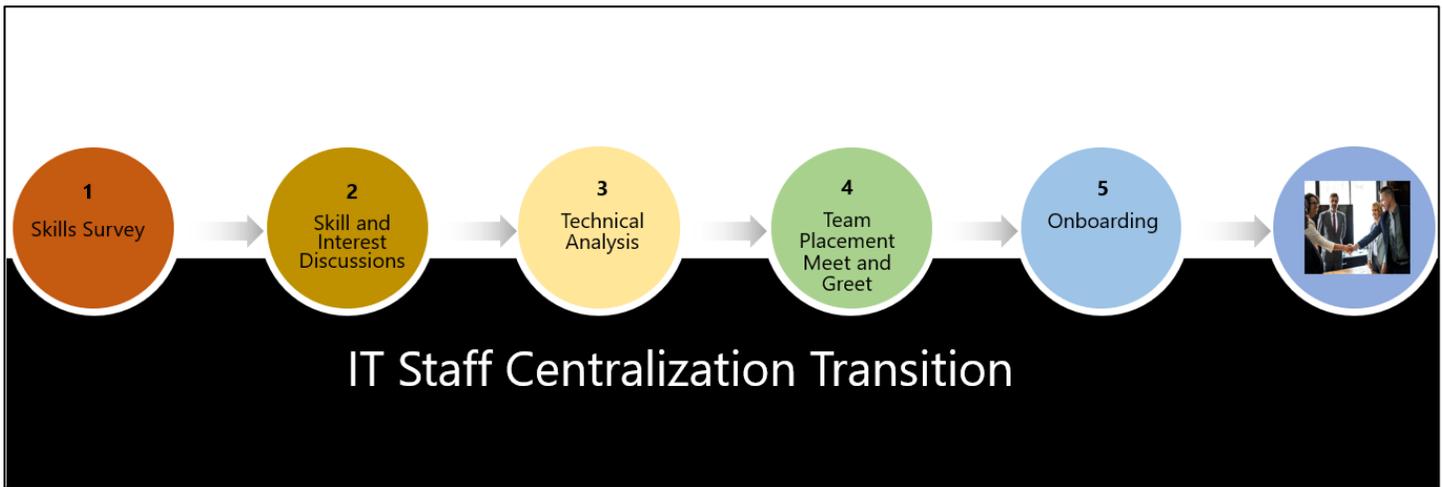


**Q: How will people transition into DTI?**

A: DTI has the benefit of lessons learned from our previous ITC efforts, as well as considerable expertise from Excipio in developing a roadmap for transitions in other states such as Oklahoma. Employees will complete a detailed IT Personnel Skills Survey. They will also have the opportunity to participate in a skill and interest discussion. The information will be used to identify staff placement. Attention will be paid to on-boarding processes to educate new employees about expectations with regard to their jobs, as well as determining training so

**Q: Will IT staff being centralized have to apply for DTI positions?**

A: Unlike the past when the Office of Information Services (OIS) became DTI, no one will be required to re-apply for jobs. As much as possible, DTI intends to map individual skill sets to the new position profiles under development. The intention is to create career progressions within DTI that may, in some cases, include associate-level positions that allow for training and skills acquisition. IT staff in merit positions will have the opportunity to become DTI workers or remain in the State merit system, while transitioning to DTI, keeping their salaries.



**Q: Will all employees have to transition from Merit to Exempt?**

A: No. Reallocations will depend on the results of individual agency assessments and will not begin until after an agency assessment is done. Also, plans are still pending approval by OMB/DHR, but we anticipate that IT classified Merit positions will be offered a window to “opt in” to a mapped DTI position with salary adjustment. Employees who do not wish to “opt in” during the window will remain Merit, at their existing salary.

**Q: My skillset may be outdated; how will I fit in at DTI?**

A: During the assessment and one-on-one discussion regarding staff transition, you will have an opportunity to identify your interests, along with your knowledge, skills, and abilities. DTI is committed to supporting any individual in obtaining desired training that supports our mission and our agency partners’ needs. DTI also will have “associate level” positions in many service areas that do not have the same high bar for education, training, and certification, allowing staff a path into their preferred work interest area.

**Q: When will the reallocation of IT staff occur?**

A: DTI onboarding could begin **as early as Fall 2020**.

Consistent, frequent, two-way communication is crucial to our collective success towards managing the upcoming IT changes. Feedback is appreciated and welcomed. Thank you for your support.

You are encouraged to take advantage of regularly updated resources at:

<https://dti.delaware.gov/digital-innovation/itc/>

Questions can be emailed directly to:  
**[DTI\\_IT\\_Centralization@delaware.gov](mailto:DTI_IT_Centralization@delaware.gov)**

*“Everybody has accepted by now that change is unavoidable. But that still implies that change is like death and taxes; it should be postponed as long as possible, and that no change would be vastly preferable. But in a period of upheaval, such as the one we are living in, change is the norm.”*

*Peter F. Drucker*