



Creating the IT Organization of the Future

PA TechCon
May 1, 2018

Agenda

With so much continual change – is your current IT organization prepared to be the IT Organization of the Future?

- Current State & Challenges
- Technology & Evolving Needs
- Designing New Organizational Models



Current State & Challenges

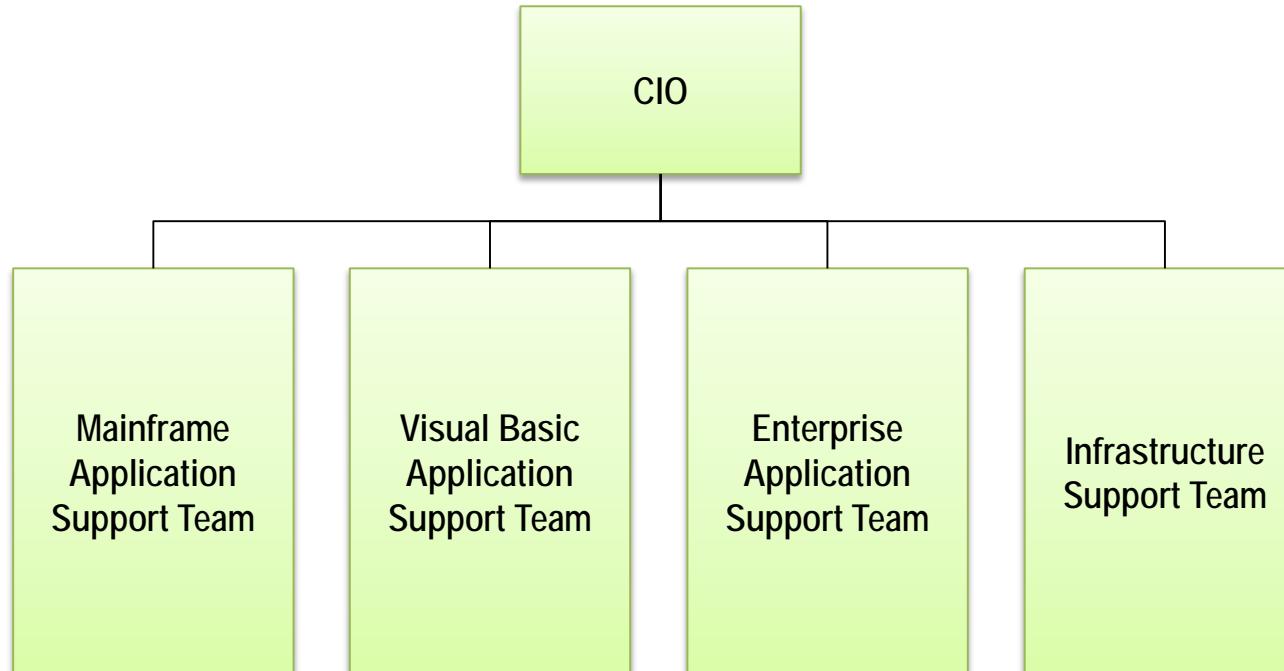
Where We Might Find Ourselves

The current state for many IT shops (Worst Case):

- Organized to Support Legacy Portfolios
- Not Leveraging Latest Technologies
- Methodologies are Outdated or Technology Specific
- Busy “Keeping the Lights On”
- Aging Workforce With Legacy Skills
- Retiring Workforce With Institutional IT Knowledge

Legacy Systems and Legacy Organizations

Legacy systems often drive the structure of an organization. Modernizing systems will also require modernizing the organization.



Some Challenges Impacting IT and Service Delivery

- IT Location and Ownership
 - Cloud Computing
 - Bring Your Own Device (BYOD) and Bring Your Own Software (BYOS)
 - Centralized Operations & Partnerships
 - Less Assets to Own/Manage
 - Vendor Supported Solutions
- Scope of IT
 - Heightened Consumer Expectations
 - Integrated Mobile Solutions
 - Security
 - Artificial Intelligence
 - IOT / Internet of Things
- IT Workforce
 - Mobile & Remote Workforce
 - Aging Workforce
 - Availability of Talent
 - Sophistication of Skills and Training

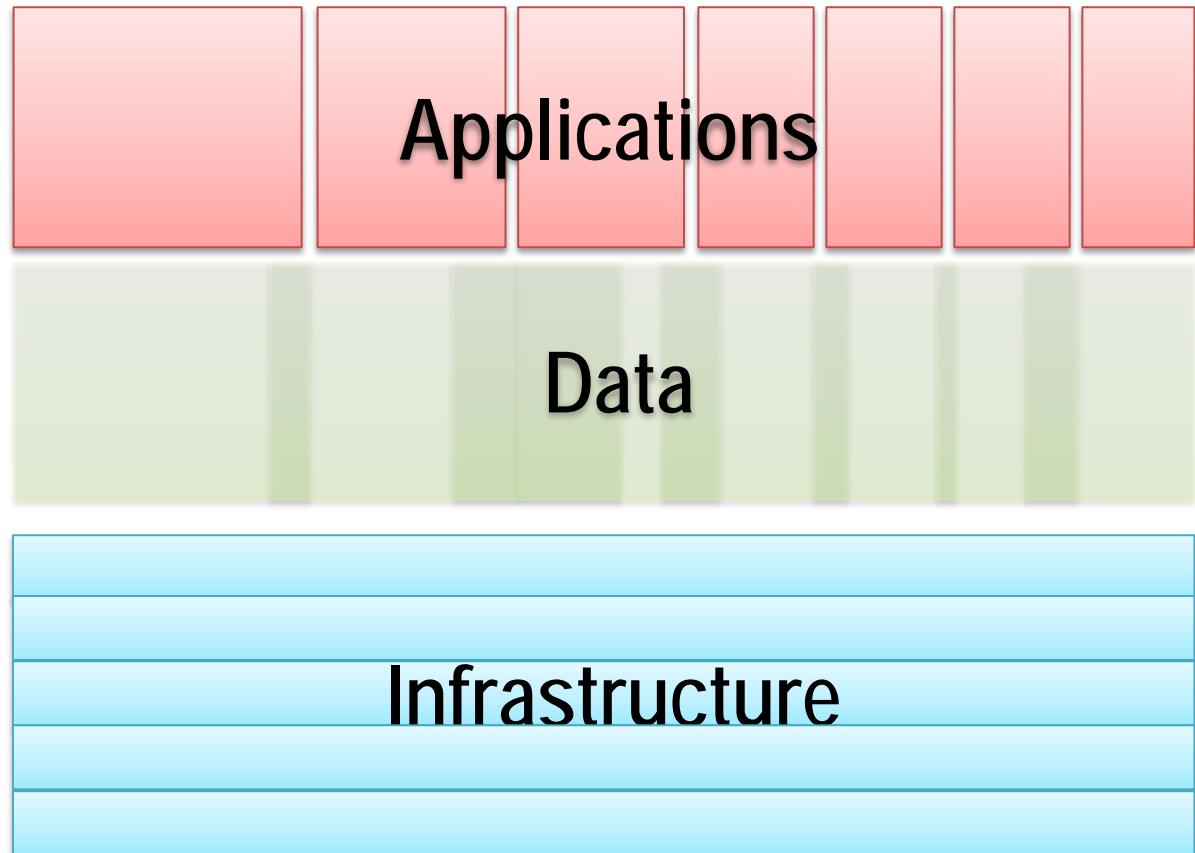


Technology & Evolving Needs

What are we managing and what should IT organizations strive to deliver?

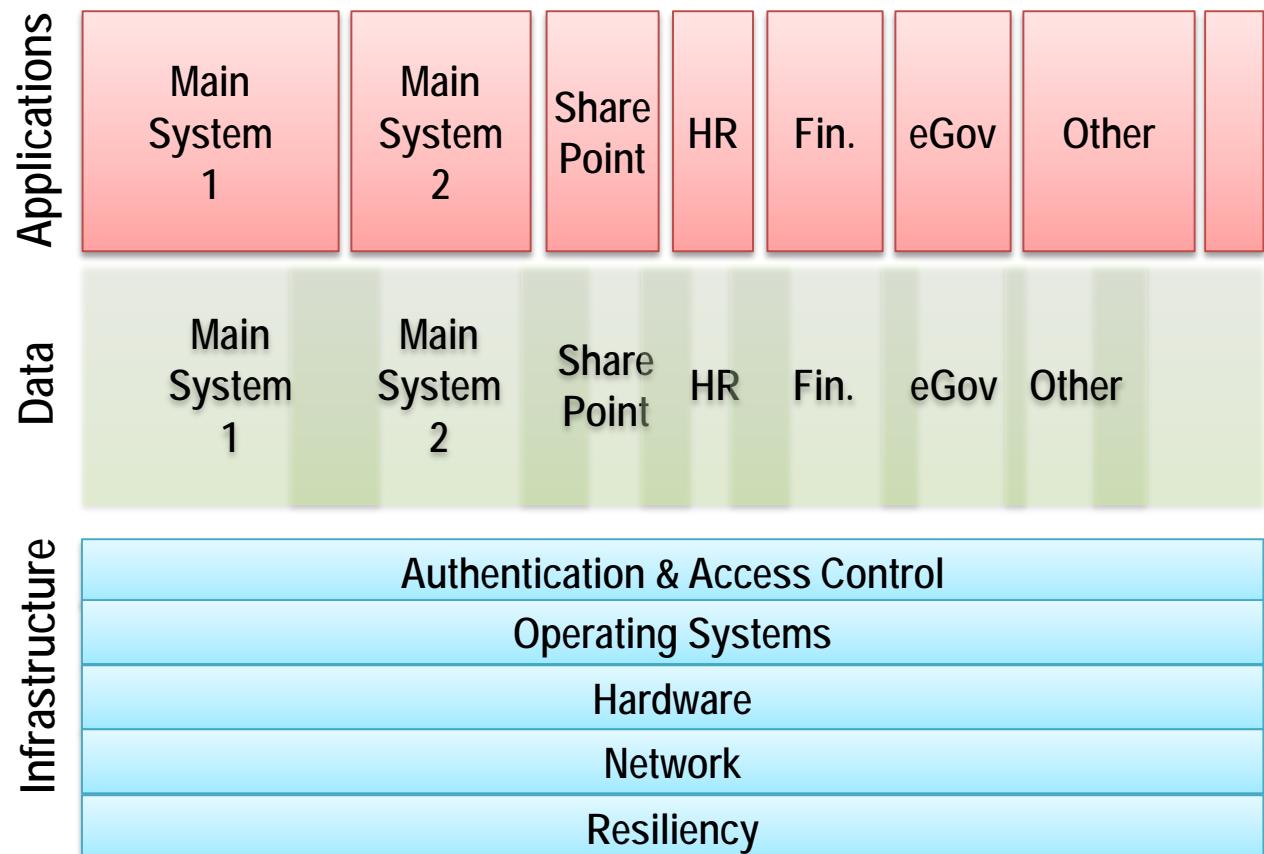
Our Technology: Simple View

These three layers of an agency's IT all require continual attention.



Our Technology: Detailed

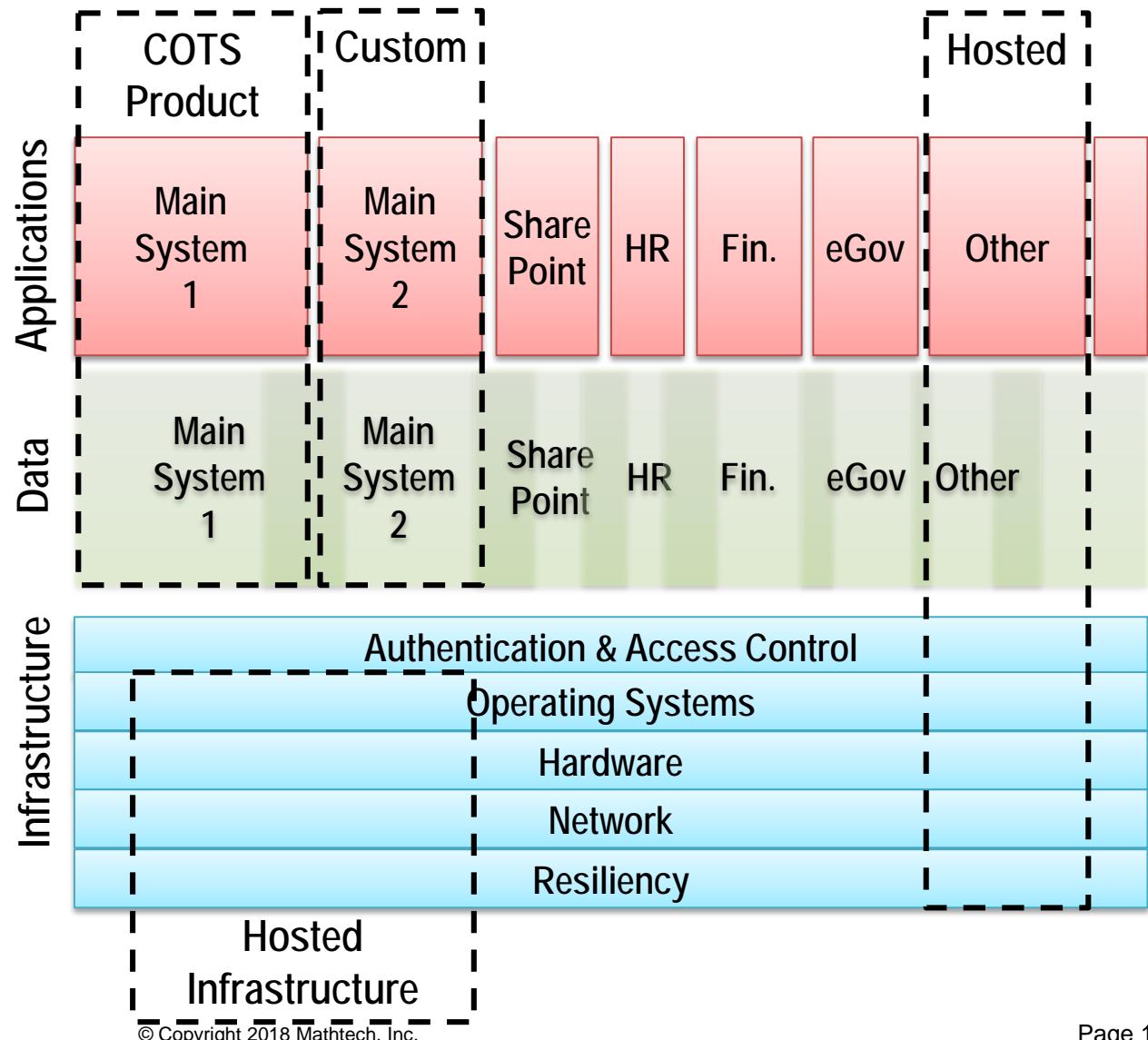
The simple view becomes increasing complicated as we look at each system.



Our Technology: Disparate Pieces

How do you architect systems and data when systems are purposefully “all over the place?”

Rigid architectures are not flexible...



Solutions and Workload/Skillset Requirements

All systems require management and strategy. Not all require coding.

System Type	Support Model	Implementation			Ongoing Operation & Management		
		Requirements Analysis	Solution Design	Implement	Operate	Manage	Architecture & Strategy
Custom System	Internal Support	✓	✓	✓	✓	✓	✓
Pre-Built COTS System	Internal Support		✓			✓	✓
Pre-Built COTS System	Vendor Assisted		✓			✓	✓
Vendor Managed Solution	Vendor Managed		✓			✓	✓

Organizations Challenges and Goals Will Drive Organization Design

What do you need and where do IT staff add the most value?

- Patching Servers?
- Writing Code?
- Developing Solutions to Business Problems?

What requires the deepest understanding of your operations?

What functions are high value

– and what are commodities?

If you started a completely new organization today, would you need a data center?

IT of the Future – What's Important?

What should IT focus on accomplishing?

- Innovating with Technology
- Improving Customer Service
- Improving Business Area Efficiencies
- Improving Business Analytics

How Should it Deliver?

- Planning Future IT Service Delivery Capabilities
- Helping Agency Make Smart IT Investments
- Securing Everything
- Tracking Service Costs to Improve Decision Making
- Reducing the Cycle Time for Change
- Dynamic Workforce

Important Enterprise Needs

Strong IT management implements a unified approach to address the common components of all systems – those which are critical to the enterprise

- System Architecture
- Data Architecture
- Resiliency
- Strategy
- Security

(More difficult when you don't control everything)



The Winchester Mansion



Designing New Organizational Models

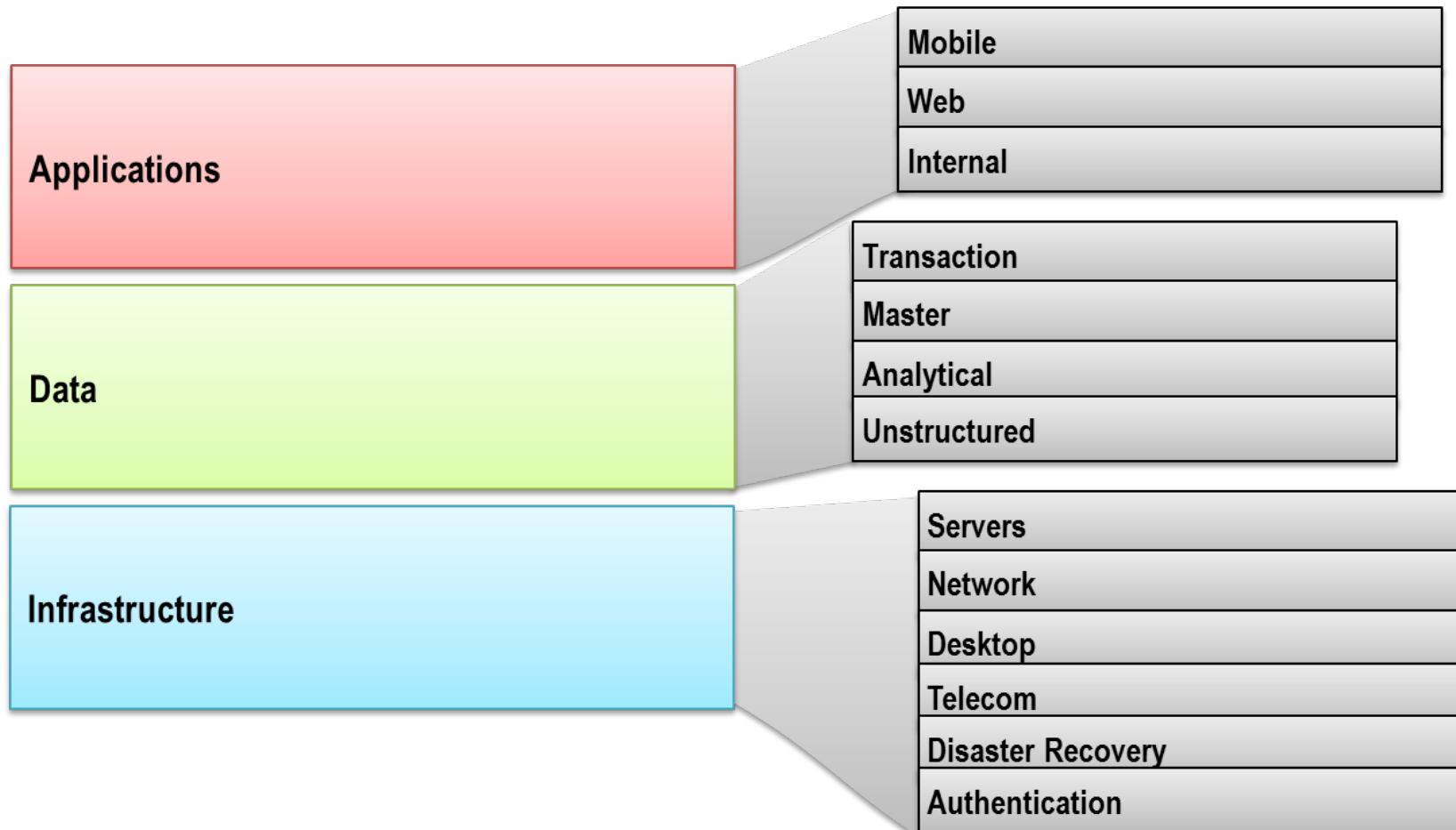
Important Components of a New IT Org

Any IT Org model must consider the following:

- Enterprise Functions
 - Policy & Procedure
 - Strategy & Performance
 - System Integrity
 - Administrative
- Service Delivery Functions
 - Business Consulting & Innovation
 - Analysis & Design
 - Implementation
 - Operations & System Maintenance
 - User Support – Help Desk, Field Support, Desktop Support

Model Considerations: Architecture

Any IT Org model must support consistency and manage the big picture of it's technology.



Model Considerations: Delivery

Any IT Org model must support consistency and manage the big picture of service delivery.

Custom Development Focused

```
graph LR; A[Plan] --> B[Build]; B --> C[Run]
```

Plan

Build

Run

Service Consumption Focused

```
graph LR; A[Broker] --> B[Integrate]; B --> C[Orchestrate]
```

Broker

Integrate

Orchestrate

Innovation Focused

```
graph LR; A[Envision] --> B[Implement]; B --> C[Operate]
```

Envision

Implement

Operate

Other Model Considerations

- **ITIL** – The Value of Mature Processes
- **Innovation** – A Focus on Business Operations
- **Chief Digital Officer** – Where and How to Focus an Organization
- **Bimodal IT** – Managing Innovation and Fundamental/Foundation Differently
- **Fail Fast** – Reducing the Cost of Errors
- **DevOps** – Development Harmony and Balance
- **Collaboration** – Improving How Business & IT Work Together
- **Service Management** – Quantifying and Formalizing What is Done

Organization Model – Enterprise Needs

These functions support the entire enterprise and create consistency across all solutions and services.

Policy &
Procedure
*Consistency
and
Improvement*

- Policy & Procedure
- Quality Assurance
- Audit & Compliance

Strategy &
Performance
*What to Accomplish
and How*

Strategy

Comm. &
Stakeholder
Mgmt.

Resource
Management

Service
Management

Performance
Management
& Monitoring

Portfolio
Management

System Integrity
*Creating
Dependable
Systems*

Project
Management

Enterprise
Architecture

Security &
Risk
Management

Quality
Control

IT
Administration
*Supporting the
Basics*

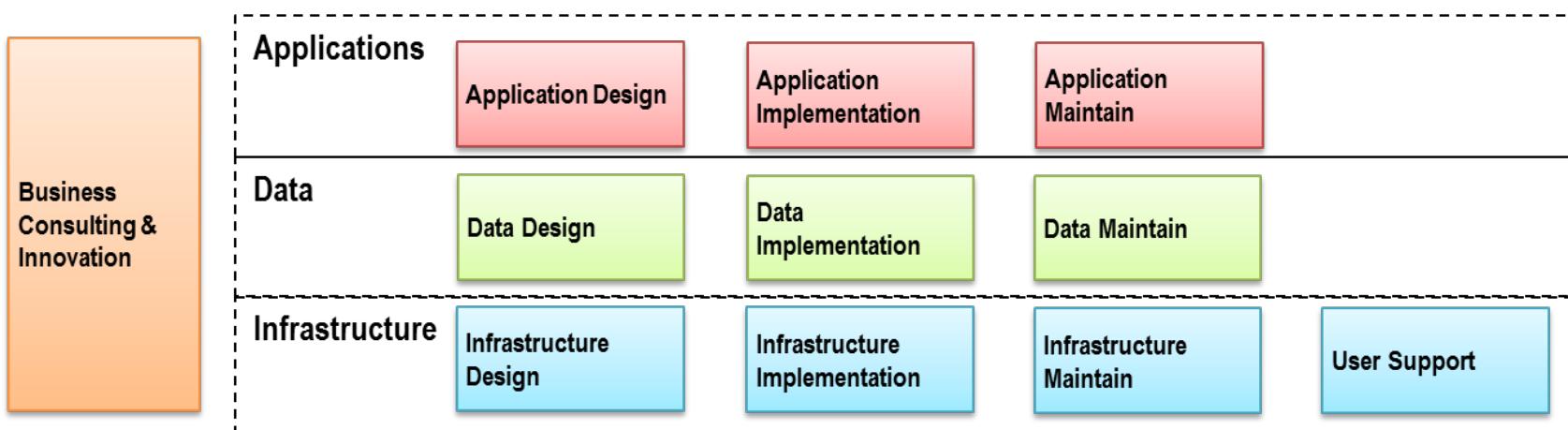
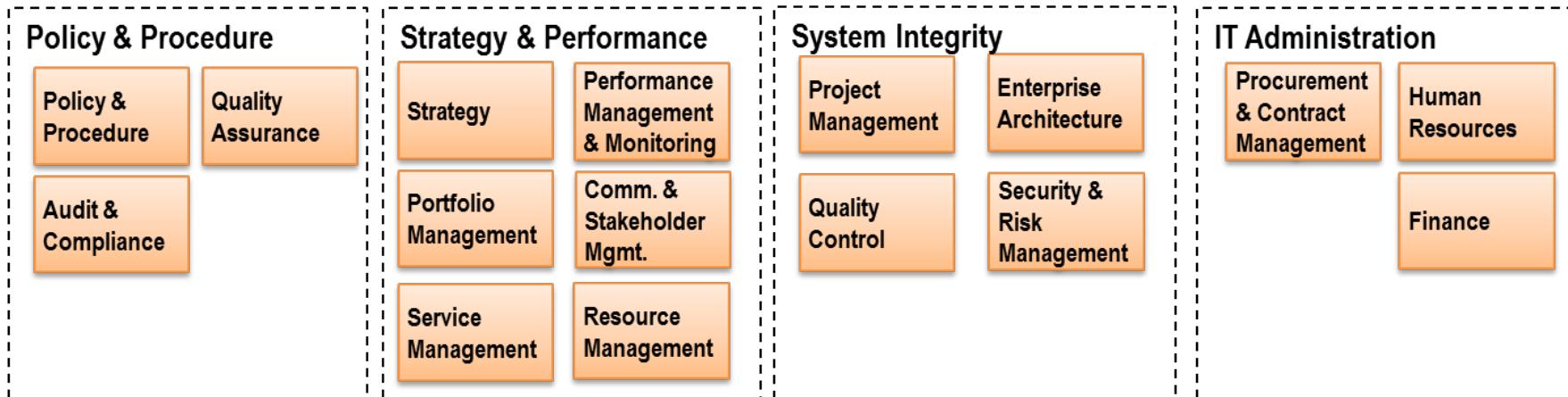
Human
Resources

Procurement
& Contract
Management

Finance

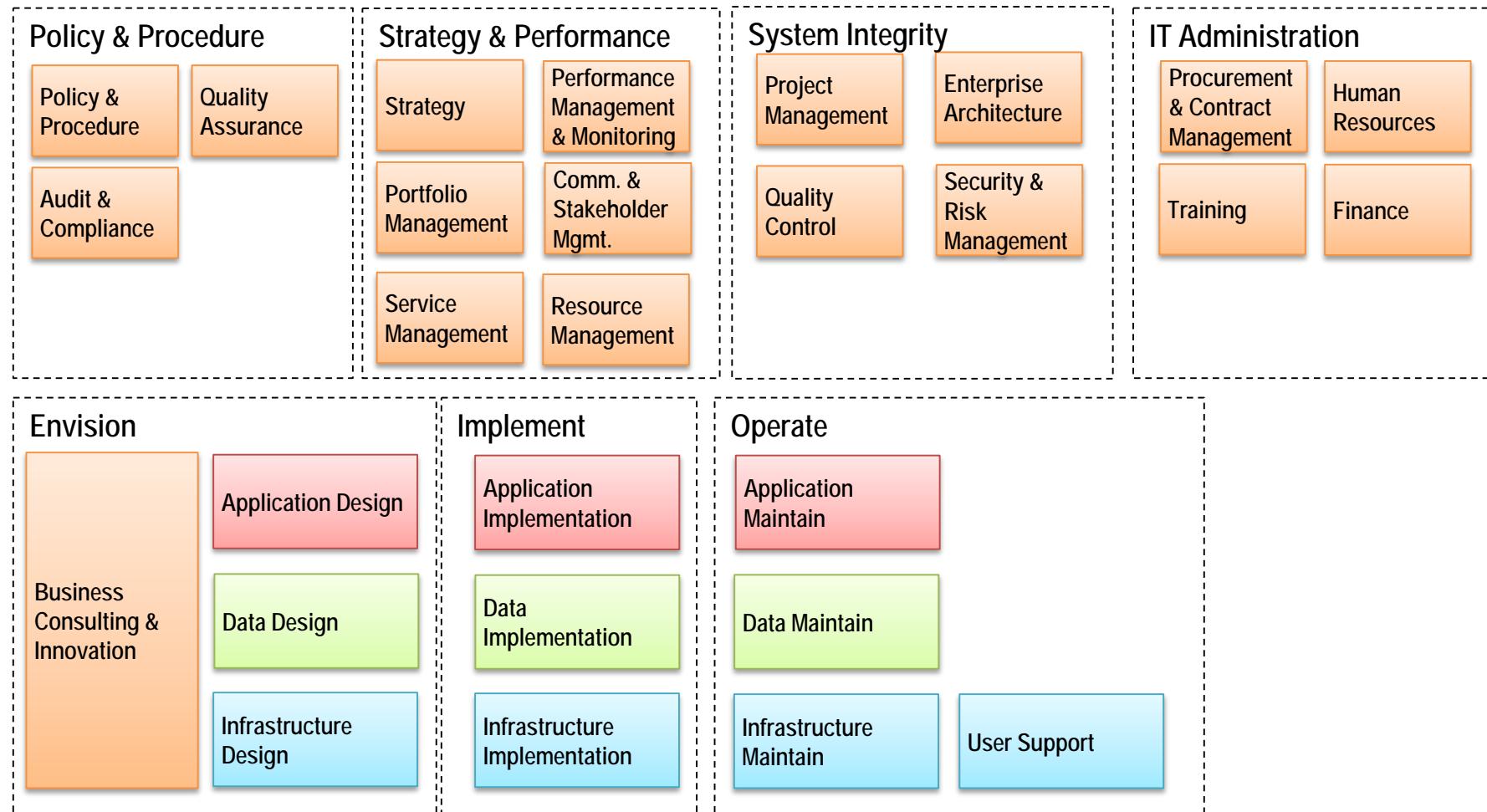
Architecturally Focused Organization

This model organizes delivery teams with architecture.



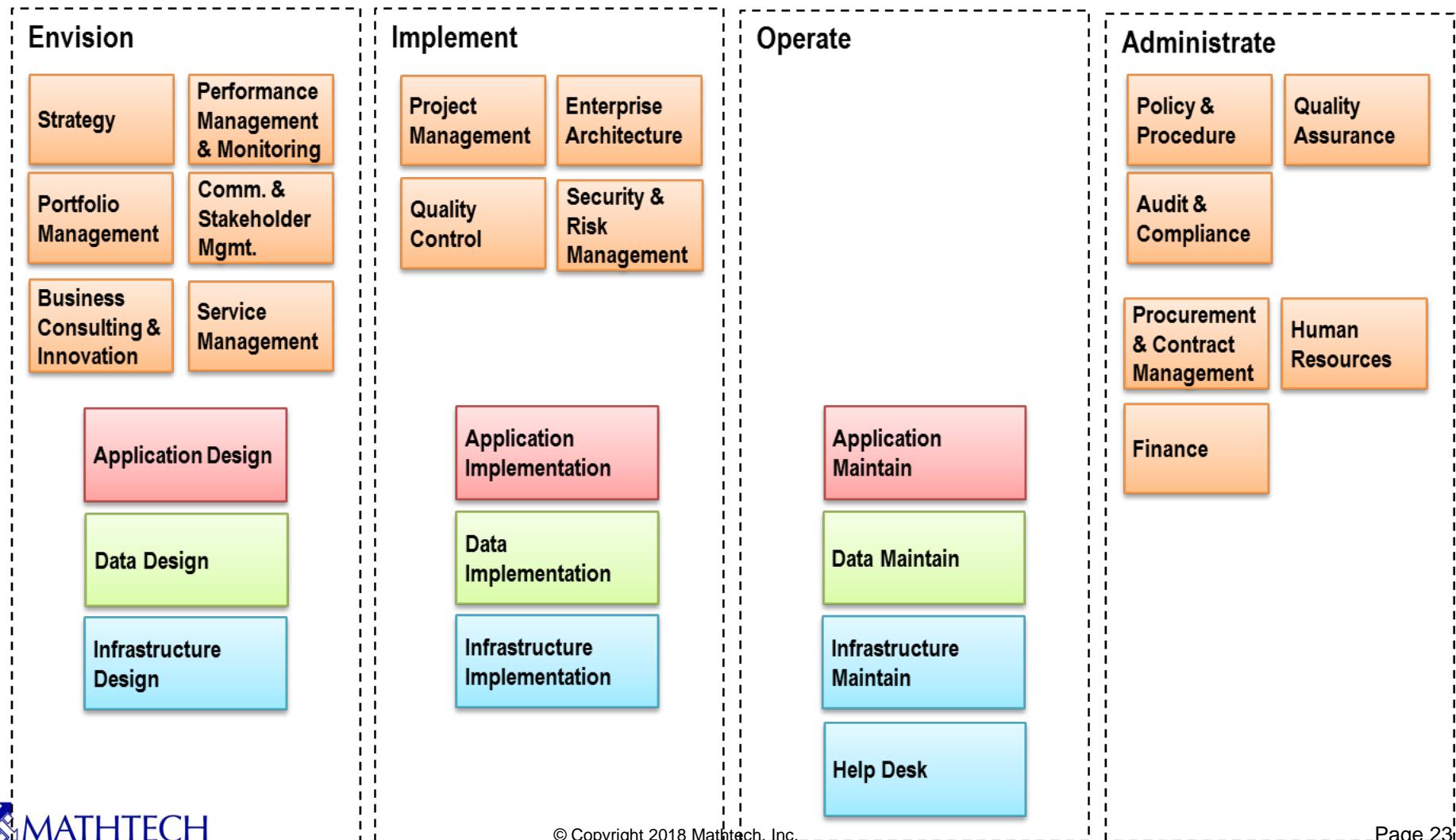
Lifecycle Oriented Organization

This model organized delivery teams with the lifecycle.



Consolidated with Lifecycle

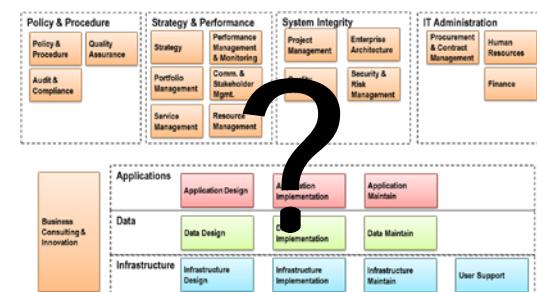
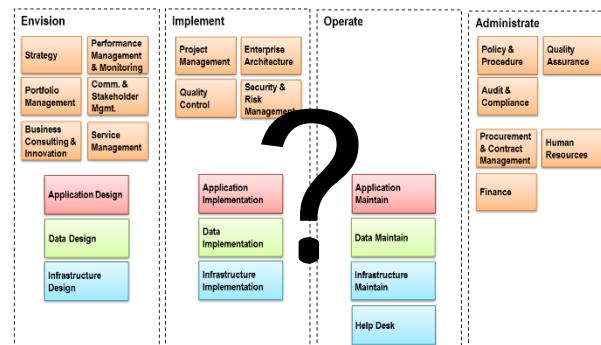
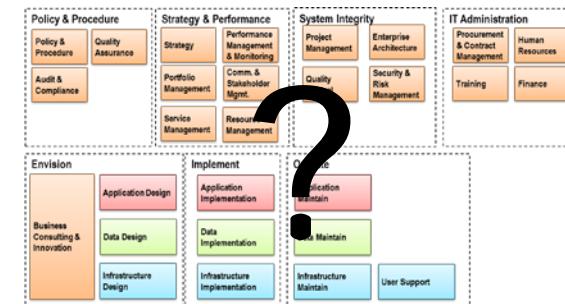
This model merges the delivery with enterprise services.



Thinking About Transition

How do migrate from the old to the new?

- Strategic Planning with Business Areas
- Assessment of Current and Future Systems
- Assessment Implementation and Support Models & Options
- IT SWOT Analysis
- Staffing and Skills Assessment
- Organizational Design
- Transition Plan



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