

# IT Organizational Improvement

<b>Client</b>	State Agency
<b>Business Problem</b>	<p>Multiple state agencies came under single leadership some time ago yet the organizations remained separate. There was little repeatability of process and the organizations function under a “personality dependent” rather than process dependent approach to successfully serving an exceptionally diverse customer base. Many contract resources had been deployed for a lengthy time and contained significant subject matter expertise and intellectual property. Deployment of these contract resources was heavily dedicated to operational expense projects.</p> <p>IT leadership desired to integrate the separate organizations, establish shared services, achieve process improvements, and reduce the overall contractor footprint creating more employment opportunities.</p>
<b>Hawkins Point Partners Solution</b>	<p>Hawkins Point Partners leveraged our Assessment and Roadmap framework to assess the current situation and define the desired future state. Existing delivery artifacts were reviewed and over 80 internal resources participated in discovery. The resources included IT leadership, individual contributors, business stakeholders, and executive leadership. In addition we established an Employee Advisory Panel to support discovery and to contribute to potential recommendations. We assessed and delivered recommendations pertaining to organizational structure, re-deployment of resources, and process improvements based on industry best practices.</p>
<b>Results</b>	<ul style="list-style-type: none"><li>• Realignment of resources that allowed for a reduction of 20%contractor positions leading to a savings of \$.5M.</li><li>• Total rebuild of a failing Service Desk function that directly improved customer satisfaction.</li><li>• Implementation of a shared services model for selected IT functions allowing reduction in headcount.</li><li>• Reorganization of the application organization to be customer centric</li><li>• Implementation of Knowledge Management processes</li><li>• Re-engineering of specific delivery process to leverage best practices, achieve repeatability, and ensure connection to business customers</li></ul>