



2019

Information Technology and Security Strategic Overview and Workforce Plan

Ohio

Department of
Insurance

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OITS Strategic Planning Standards and Assumptions

By 2023, 80% of IT organizations will experience radical restructuring and changes in their missions as they embrace the product management operating model. By 2023, 90% of current applications will still be in use, and most will have received insufficient modernization investment.

The business strategy assumptions are based on the question of how information and technology will be used to achieve business success. A surprising number of technical projects are undertaken without clear vision as to why they are needed. Sometimes it is because the project deliverable is the industry buzzword (Blockchain, for example) of the year. Other times, it is assumed that the organization needs the thing they are building “because everyone else has one.” The main driver of technological business decisions should be based on 3 things:

1. the customer wants “it”
2. the customer is willing to pay for “it”
3. the “it” changes in form or function

The business units and customers of ODI need to drive OITS technologies; OITS has made great strides to put the business units/customers in the driver’s seat by meeting regularly with Leadership and through Steering Committee meetings. OITS needs to continue to listen to those voices to drive technology decisions. OITS needs to continue to collaborate with other State agencies, and other State Departments of Insurance. In addition, continued relationships with Gartner, the NAIC and other partners that will help drive and advance technology.



- OITS does very well managing people and projects within the constraints of government policy, procedures, standards and budgets.
- In the last two years, 12 applications were re-written to the Salesforce cloud and 45 applications were modernized to meet current standards. These 45 applications are currently being planned for Azure cloud. Note Azure and other cloud initiatives await DAS Cloud Governance directives.
- The Department’s regulatory system, ODIIS and each module, is due for modernization. Once ADLDS authentication is developed and implemented, this should begin. SBS has made some great headway in the past 3 or 4 years with a 2nd release of SBS. Now is the time to look at a hybrid approach to ODIIS, utilizing SBS, and some cloud back-end enhancements specific to Ohio.
- Moving to Office 365 – Groups and Teams is a State initiative that will allow sharing and collaboration in simple, easy terms; however at the same time, will present challenges to employees in the way they are used to doing business.
- The data team is making great strides with the data warehouse utilizing various tools to present and formulate data in a meaningful way for business units.
- OITS needs to hire to full staffing levels and hire consultants with expertise to take us to the next level.
- OITS will need more than a maintenance budget to meet these initiatives.
- OITS will need to continue to align technologies with Innovate Ohio; DAS-OIT; NAIC.

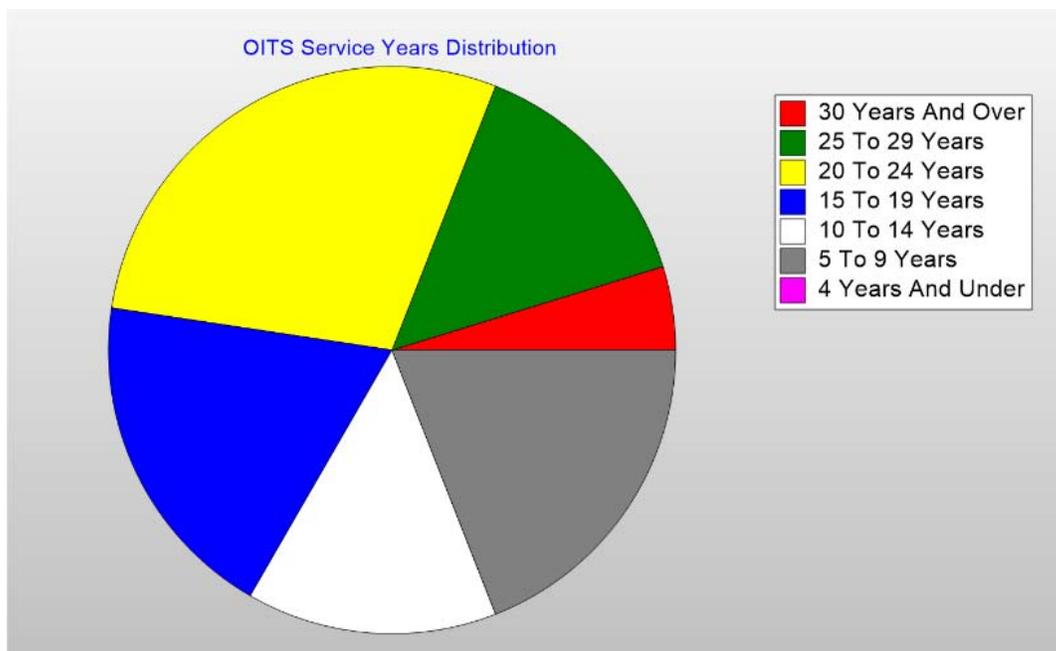
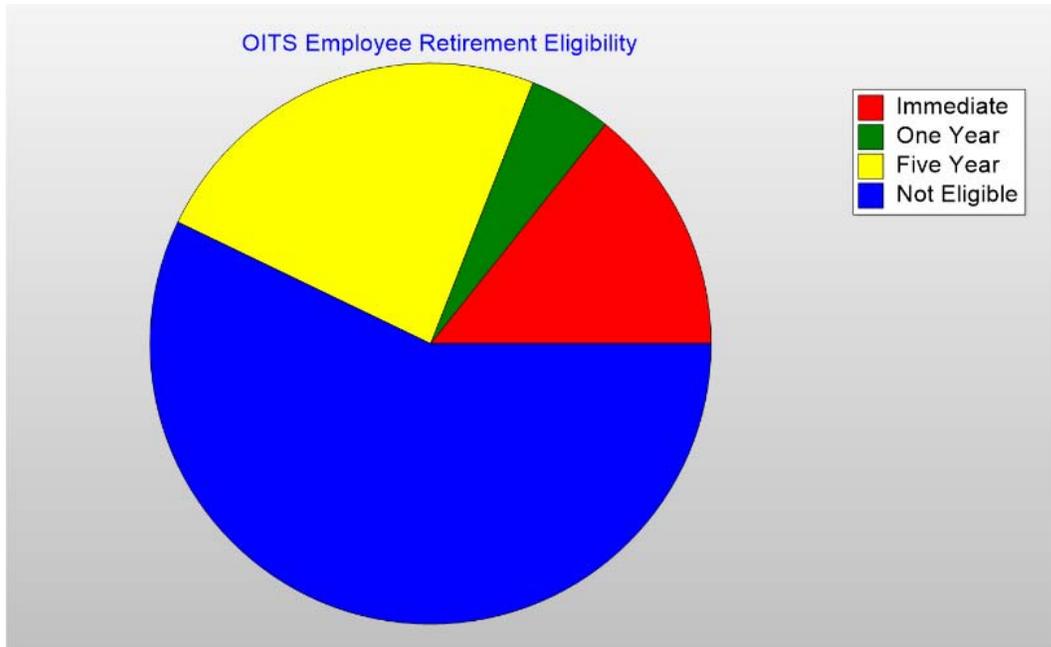
OITS Strategy and Initiatives (2-5yr)

- Grow, develop and train employees. Fully Staff OITS – CIO; BPA3; BPA2; INFS2; College Intern (2). Reclassify open positions with classifications needed for modernization.
- Deliver cost effective IT solutions while reducing risk, enhancing security and providing exceptional customer service – Innovate Ohio.
- Finalize Server Migration – completing this major project will free up multiple staff resources and alleviate infrastructure concerns of old, outdated equipment and technologies.
- Data Analytics – continue to support data-driven decision making for the business units with timely insight; Ability to utilize greater amounts of data; Ability to perform in-depth analysis.
- Modernize Authentication – modernizing authentication to applications is essential prior to moving forward with ODIIS re-writes.
- Modernize ODIIS – modernize ODIIS utilizing cloud, hybrid/SBS and/or .net back-end solutions to meet business unit needs; ensure mobile access and capabilities.
- Modernize and optimize the processes of 45 stand-alone applications to cloud or other new technologies; ensure mobile access and capabilities.
- Modernize O365 – modernize Microsoft capabilities for employees and align with DAS-OIT initiatives including Teams/Groups/Planner.
- Continue to align information systems and technologies with DAS policies and standards.
- Continue to align projects with business unit and customer needs.
- Align OITS technology strategy and plans to ODI's strategic plan and initiatives.

OITS Workforce Planning

The OITS workforce is more senior than anytime of the past. In addition, in previous years, OITS relied heavily on contractors to manage work and currently only have two consultants. There are currently 21 employees in OITS, with four vacant positions (BA 3; BA2; INFSpec 2; CIO). The ability to fill these positions is essential for the success of OITS.

40-percent of the OITS workforce is eligible to retire in the next five years. This is likely to create challenges hiring knowledgeable employees capable of managing the day to day workload in our current environment.



Recruitment Targeting Strategy

The prohibition of advanced step hiring effectively eliminates mid-career IT professionals from consideration because the step one starting salary is far below market levels. For example, Payscale.com states that the current median salary for a .Net developer in Columbus is \$72,528. This number provides a reasonable approximation of the monetary expectations of a mid-career professional with these high-demand skills.

The promotional rules mandated by the OCSEA collective bargaining agreement grant internal candidates preferred access to promotional opportunities. Consequently, higher level vacancies are generally filled by current employees seeking advancement. This leaves only the first level classifications as entry points for external candidates. The starting annual salary for a software development specialist 1 is \$54,954. While this compensation is competitive for true entry level candidates, very few experienced developers are willing to forego much more lucrative offers elsewhere to work for the State of Ohio.

The optimal recruitment strategy for ODI in this environment is one that emphasizes entry level hiring in high demand specialties followed by rigorous programs for technical and leadership skill development. The ongoing departure of experienced leaders and managers adds urgency to this effort.

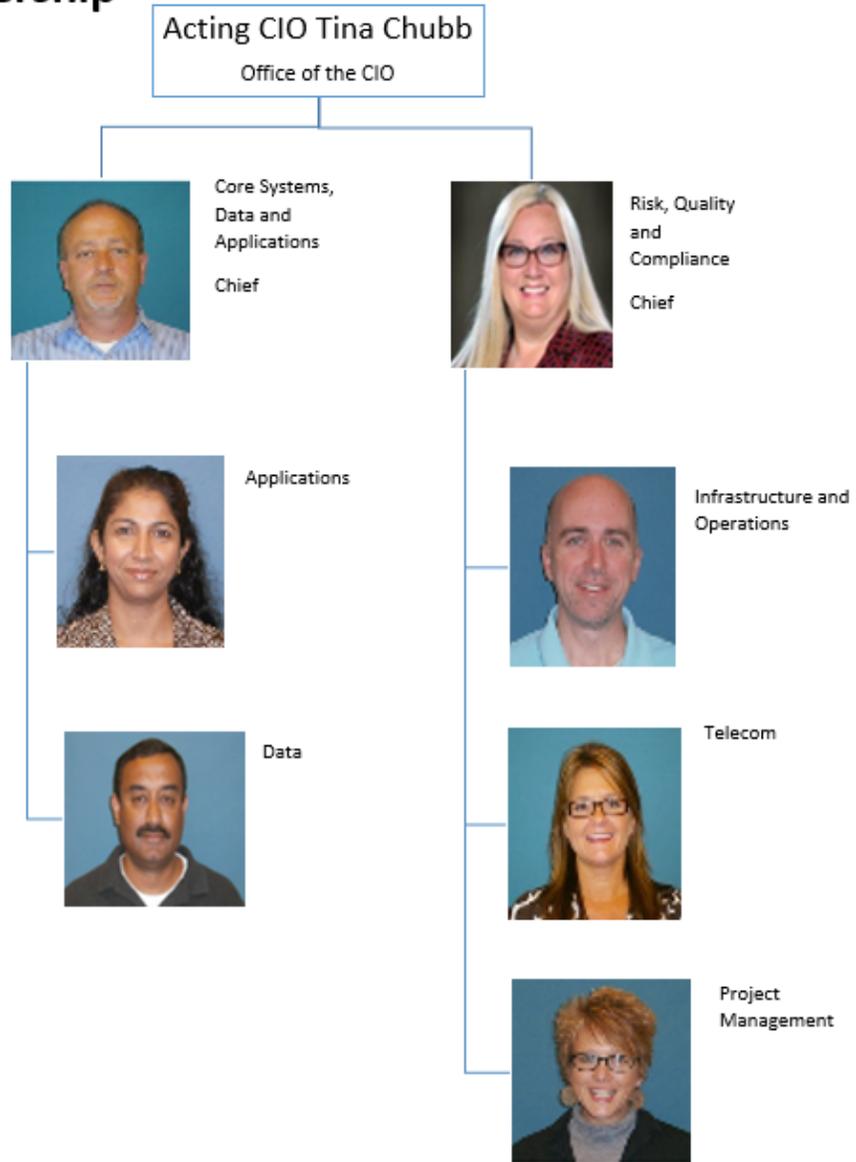
Retention and Quality of Working Life

The benefits of a well-targeted, effective recruitment campaign can be negated if new employees choose to separate quickly. No measures can eliminate turnover, but there are strategies that promote employee retention. The following list describes possible retention measures:

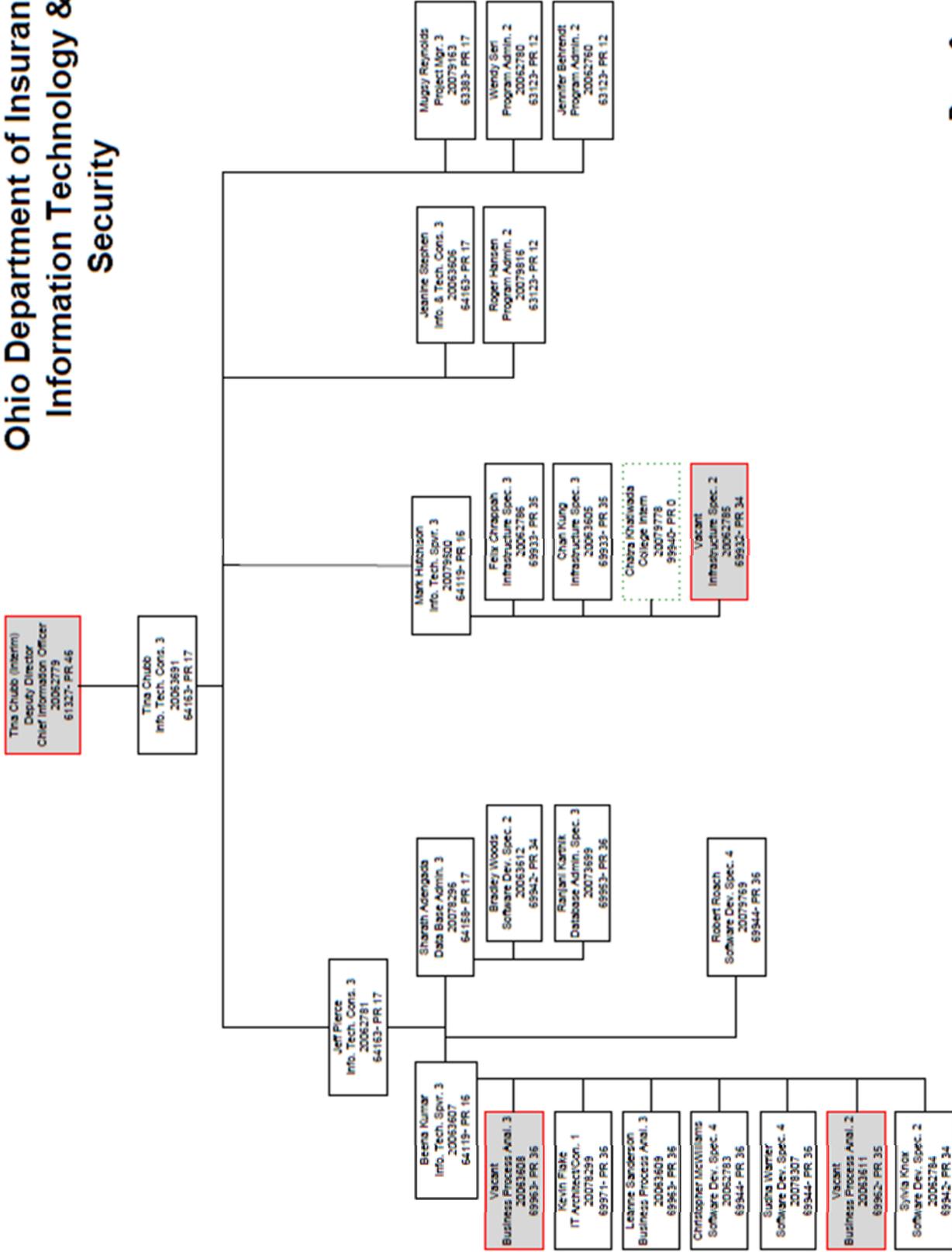
Potential Retention Initiatives

1. Share opportunities for advancement and publicize employee promotions
2. Introduce additional schedule flexibility where practical
3. Build workspaces that promote creativity and productivity
4. Encourage and reward innovation
5. Investigate locational flexibility
6. Promote a culture of learning
7. Organize informal lunch or after work gatherings
8. Involve employees in decision making where appropriate
9. Promote the positive work of ODI in improving lives
10. Implement IT-specific mentoring and leadership development programs
11. Provide opportunities for employees to reinvent their careers
12. Devise and promote fun events as part of charity campaigns

OITS Leadership



Ohio Department of Insurance Information Technology & Security



OITS Business Unit Overview

Department or Function	Primary Responsibilities
Office of the CIO	Enterprise architecture; IT communications and marketing; strategic planning; IT workforce planning; customer relationship management
Risk, Quality and Compliance	Security policy; audit coordination; IT financial management; Education and Training Coordination; Software and Hardware Asset Tracking and Compliance; Service Management; Project Management/Governance; Quality Assurance
Core Systems Operations	Management of Application and Data; Support, Deployment and Development; Imaging; SharePoint
Applications	Development, maintenance and support of ODI's regulatory systems; Database Management; Data Warehouse
Infrastructure and Operations	Service Desk; Management of ODI equipment, software and networks; Customer support; Computer operations; System integration; Security systems; Computer facilities

OITS Current Skills Inventory

Based upon team workforce plans, a prioritized skill availability matrix was prepared. The skills were prioritized based upon three criteria:

1. Skill significance
 - a. Strategic – function is essential and directly tied to the advancement of ODI strategic interests
 - b. Essential – function is necessary for the continued operation of ODI
 - c. Transitional – Function will be discontinued or transferred outside of OITS
2. Expected change in demand for ODI employees
 - a. Growth in demand 
 - b. Stable demand 
 - c. Reduction in demand 
3. Degree of reliance upon contractors
 - a. Very heavy reliance – all or nearly all duties are performed by contractors
 - b. Heavy reliance – more than half of duties are performed by contractors
 - c. Reliance – less than half of duties are performed by contractors
 - d. No Reliance – all or nearly all duties are performed by ODI employees
 - e. New function – these duties will be valuable and necessary in the future
 - f. Functions moving to the SOCC – because these duties are now at the SOCC or will soon be transferred, no additional employees will be added

	Current Skill or Specialty	OITS Dept.	Skill Significance	Reliance upon Contractors	2 Year Growth
1.	Reporting support	I&O	Strategic	No Reliance	↑
2.	Application Development	APP	Strategic	No Reliance	↑
3.	Oracle Data Base Administration	App	Strategic	No Reliance	↔
4.	Analytics and Machine Function	App	Strategic	New Function	↑
5.	Enterprise Architecture	App	Strategic	No Reliance	↑
6.	Risk Management	RQC	Strategic	No Reliance	↔
7.	Middleware Programming	App	Essential	No Reliance	↔
8.	SQL Data Base Administration	APP	Essential	No Reliance	↔
9.	Operational Support and Monitoring	I&O	Essential	No Reliance	↑
10.	Security Administration	RQC	Essential	No Reliance	↔
11.	Application Quality Assurance	App	Essential	No Reliance	↔
12.	Desktop Consulting	I&O	Essential	No Reliance	↔
13.	Business Analysis	App	Essential	No Reliance	↑
14.	Document and Correspondence Management	APP	Essential	No Reliance	↔
15.	Service Desk	I&O	Essential	No Reliance	↔
16.	OITS Marketing and Communications	OCIO	Essential	No Reliance	↔
17.	OITS Strategic Planning	OCIO	Essential	No Reliance	↔
18.	OITS Asset Management	RQC	Essential	No Reliance	↔
19.	Data Architecture	App	Essential	No Reliance	↔
20.	OITS Facilities	RQC	Essential	No Reliance	↔
21.	Network Support	I&O	Transitional	DAS	↔
22.	Server Systems Administration	I&O	Transitional	DAS – Will transfer	↔
23.	Storage Management	I&O	Transitional	DAS – will transfer	↔

