



Office of Administration

ANNUAL REPORT

HR/IT Shared Services Transformation

July 1, 2017 - June 30, 2018

A YEAR OF CHANGE AND ACCOMPLISHMENTS

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Our Mission

Provide administrative, talent and technology services and oversight to support and improve operations of agencies under the Governor’s jurisdiction through collaboration and innovation.

Our Values

- ❖ Work as a team, take care of and value each other
- ❖ Be enthusiastic and stay positive
- ❖ Embrace challenge and change
- ❖ Learn every day
- ❖ Listen actively with respect
- ❖ Solve problems creatively
- ❖ Focus on results
- ❖ Model and deliver what we say



Together we are building government that works through a shared services business delivery model

It has been an extremely remarkable and historic year working together with many talented and dedicated individuals to build government that works.

We have transformed human resources (HR) and information technology (IT) service delivery into a shared services business model that promotes innovation, creates solutions focused on how customers interact with government and uses taxpayer dollars more efficiently to support HR and IT core services for state agencies.

I am excited to share with you the key changes and accomplishments achieved by the commonwealth workforce through the HR/IT Shared Services Transformation initiative.

~~ Sharon Minnich, Secretary
Office of Administration

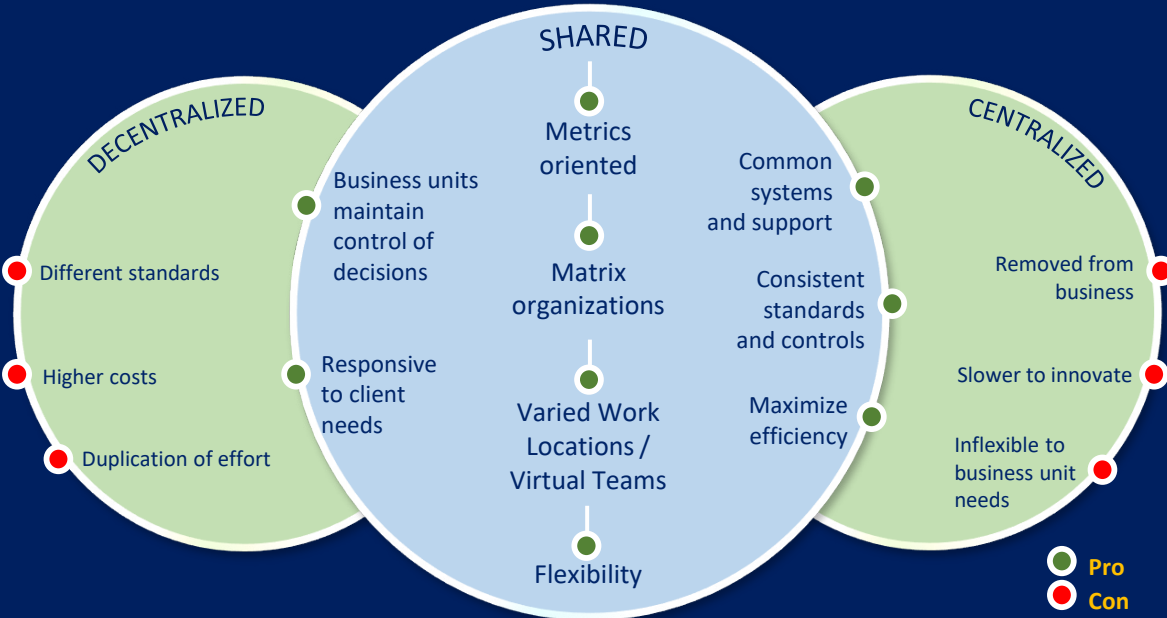


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Our History

The commonwealth was facing a \$600 million revenue deficit in fiscal year 16/17 and a much greater structural deficit for the 17/18 fiscal year

The commonwealth delivers a wide array of citizen services and back office IT operations through varied programs operating under a complex organizational framework of over 45 agencies, offices, boards and commissions, most of which were under the Governor’s jurisdiction.

In early 2017, the commonwealth evaluated its current HR and IT operating models to identify opportunities for efficiency through standardization and optimization of expanded shared services, and developed plans to move forward with the implementation of a unified operating model.





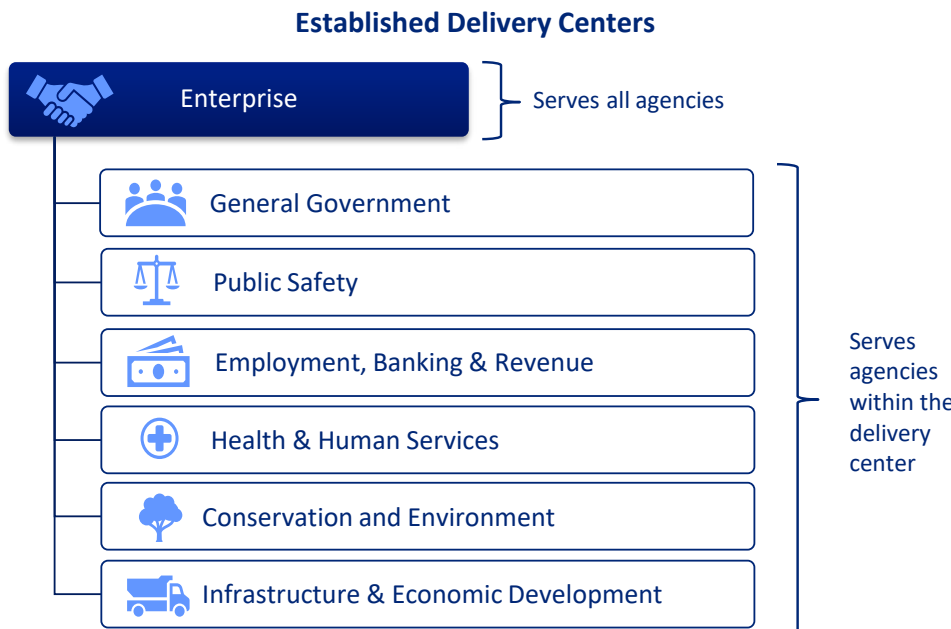
Delivery Centers

Shared service delivery centers group agencies with similar missions, employees, customers, and other characteristics

Effective July 1, 2017, HR and IT personnel complement across 26 state agencies transitioned to the Office of Administration and were organizationally structured into delivery centers.

The enterprise delivery center provides HR and IT services that are common across agencies and establishes direction to ensure we function as one government, one service provider and one employer.

Each delivery center provides HR and IT services to agencies grouped by affinity. Services are tied closely to agency business functions.



Pilot Delivery Center

The Conservation and Environment delivery center, led by Deborah Laughman, Human Resource Manager, and Sean Crager, Chief Information Officer, served as the pilot to identify lessons learned, which were applied to remaining delivery centers.



Financial Model

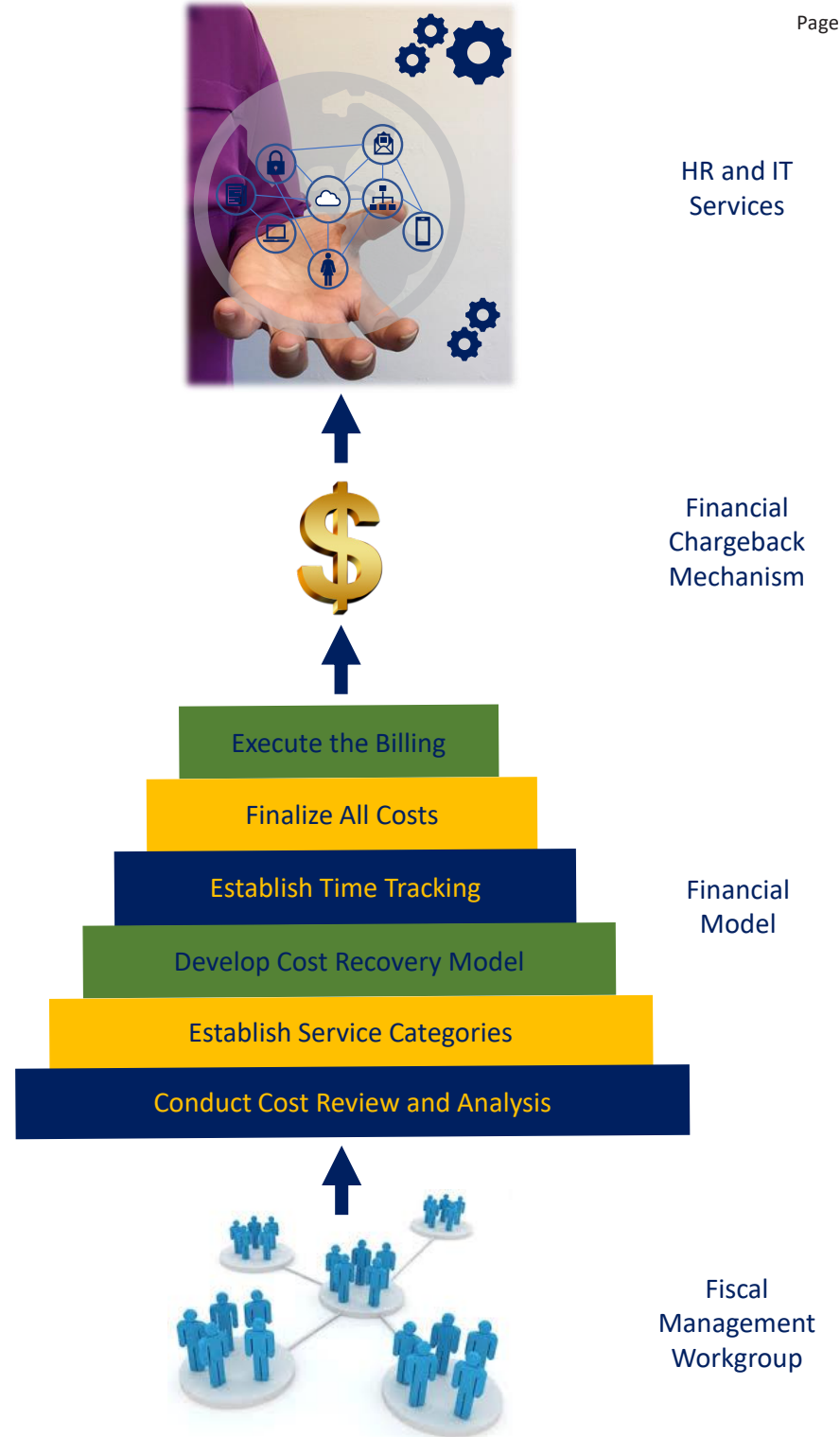
The new financial model includes checks and balances to ensure investment decisions are cost-effective and meet business objectives

A fiscal management workgroup comprised of agency fiscal officers and HR and IT professionals was formed to develop and implement a new financial model.

The workgroup evaluated historical spend for HR and IT services and developed a new billing methodology to support the transformed HR and IT organizations.

The financial model provides a practical, strategic and phased approach for investments and allows for the sharing of resources across delivery centers based on priorities and business needs.

Additionally, the new model supports federal requirements and chargeback mechanisms for HR and IT services.



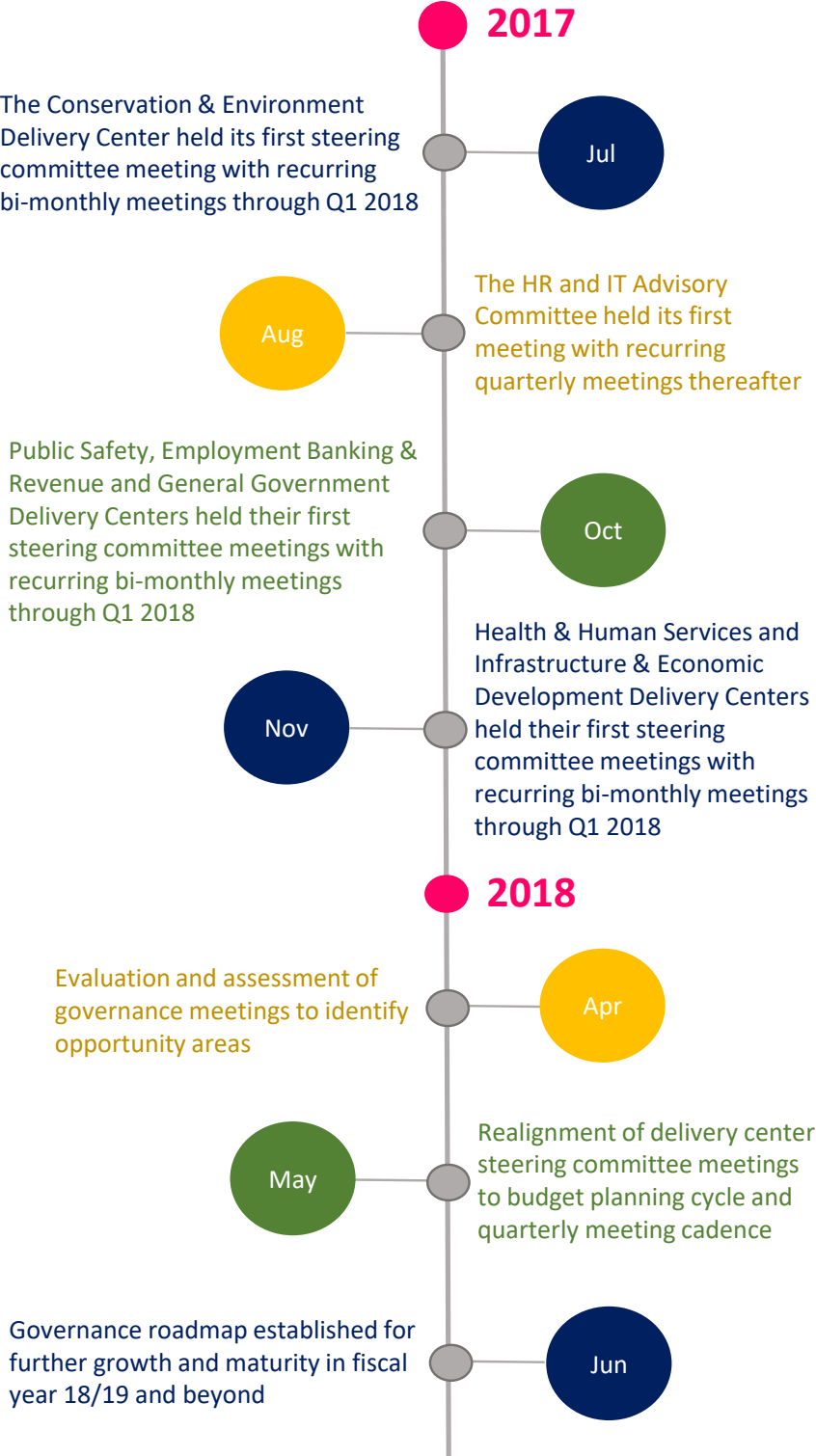


Governance

Shared decision making and accountability to encourage desirable behavior

The innovative industry-aligned governance model brings 26 agency heads to the shared decision-making table for IT investments and projects, along with HR executive leadership, to align workforce plans, recruitment, retention and talent management with business and project needs.

The model was implemented beginning in July 2017 and continues to evolve as new opportunities are identified through evaluation and assessment initiatives.



Metrics were established for governing bodies to monitor HR and IT performance on a regular basis



HR Success Stories

The commonwealth's human resource community and our agency customers demonstrated solid commitment and endurance in achieving historic transformation to launch a new approach to HR service delivery.

While there remains more work to be done and opportunities to embark upon, it is important that we take a moment to celebrate our success and employee talents.

With much gratitude, respect, and pride – thank you to all those involved in helping to transform state government HR services.

~~ Reid Walsh, Deputy Secretary for Human Resources



Commonwealth Workforce

Developing a comprehensive employee lifecycle



SAFETY

Improving employee safety has been an ongoing priority for the commonwealth. During this reporting period, the safety program saw a reduction in reported incidents by 1.3 percent or 62 injuries. To grow the safety program and achieve greater reductions in injuries and costs, employees will be surveyed about their perception of the safety program. The results will be used to develop a plan of action.



INCREASING MENTORING PROGRAM IMPACT

The Commonwealth Mentorship Program is a successful, award-winning component of the employee training and development program for several years. An effort is now underway to develop agency-specific mentorship programs within the HR delivery centers as a means to expand program participation, thereby increasing the impact of mentoring programs.



SHARED TRAINING RESOURCES

Training opportunities were expanded and shared across multiple agencies. Delivery centers collaborated with the agencies they serve to develop or update training courses that cover common topics. As a result, training programs became more consistent across agencies and leverage strengths and opportunities across the commonwealth. Training program examples include Fundamentals of Supervision, Performance Management, Labor Relations and Leadership Development.



EMPLOYEE PERFORMANCE

Employee performance review rating cycles were transitioned within the Conservation & Environment Delivery Center from multiple completion dates to one annual rating cycle. This helps managers and supervisors better anticipate when to prepare and issue employee performance reviews and provides efficiencies for both agency business operations and HR activities. Additionally, an enterprise employee performance system was identified as a priority for fiscal year 18/19. Planning activities are underway to address this priority for the commonwealth.



"The commonwealth employee experience is bolstered by strong safety, training, and employee performance programs."

~~ John Gasdaska, Director
Employee Relations and Workforce Support



"The development and sharing of HR staff talents are critical to meeting our customers' diverse HR needs."

~~ Daniel Ray, Delivery Center Manager
Health and Human Services Delivery Center

Human Resource Workforce

Developing talents and advancing services

REGIONAL SERVICE DELIVERY PILOT

A regional HR service delivery model was piloted within the Infrastructure and Economic Development Delivery Center. In this model, a regional HR manager based within a district office coordinates local service delivery at multiple locations. The approach allows for the delivery of services in the field while meeting the needs of field offices. The new model provides for closer alignment to the shared service model, better career path opportunities for field staff and allows for a more agile environment to meet changing program needs and service delivery methods.

CONSOLIDATION OF SERVICES

The commonwealth realized significant savings and process efficiencies from the consolidation of military leave administration, Family Medical Leave Act (FMLA) services and work-related injury services. Savings are derived from reductions in claims administration costs and reduced staffing. Efficiencies were gained through increased staff expertise, timely resolution of staff performance issues and elimination of redundant work, approvals and unnecessary steps that existed at field, central and enterprise organizations.

HR PROFESSIONAL DEVELOPMENT PROGRAM

The HR Professional Development Program is a newly designed program consisting of a variety of methods to develop the commonwealth's HR community. The program was developed to increase and strengthen the knowledge base of the HR community by offering formal training and a development program for existing or newly-hired commonwealth HR employees.

STAFF RESOURCES, FLEXIBILITY, & SUSTAINABILITY

During the past year, an agency needed to quickly hire a large group of new employees to meet a critical public safety need. The delivery center model made this possible by providing larger pools of resources and increased flexibility to allocate staff. When agency business needs swiftly shift due to varying forces of change, the shared services model enables the organization to shift focus and fill gaps to address the business needs. Additionally, cross-training and more equal distribution of work led to improved employee morale and better responsiveness to customer's needs. This is helpful, for example, when an HR employee is out of the office on a long-term absence and other staff members are able to fill the gap to minimize service disruption.

"Through shared services we are better able to leverage our resources to develop and sustain a modern workforce."

*~~ Christopher O'Neal, Director
HR Delivery Centers*

"Exploring innovative approaches to HR, coupled with developing staff skills, has helped us control costs and while maintaining high service standards."

*~~ Jason Thomas, Director
HR Service Center*

Strategic Hiring

Employing the commonwealth workforce

CIVIL SERVICE MODERNIZATION

On June 28, Governor Wolf signed historic legislation, passed unanimously by both chambers of the General Assembly, to transfer recruitment and hiring functions from the State Civil Service Commission to the Office of Administration. Consolidating recruitment, testing and hiring functions, along with our ongoing efforts to post individual vacancies and require fewer test center examinations, gives the commonwealth additional tools to help hiring managers attract more candidates and to fill positions more quickly. Collaborative planning is underway to implement the legislation.

FAIR-CHANCE HIRING

The commonwealth implemented a fair-chance hiring policy, otherwise known as "banning the box," that will remove the criminal conviction question from most employment applications. The fair-chance hiring policy reaffirms the commonwealth's commitment to reducing barriers for Pennsylvanians who seek the opportunity to work and contribute to their communities and recognizes that everyone should have a meaningful chance to compete for jobs.

INTERNSHIP PROGRAMS

In collaboration with the Office of Vocational Rehabilitation (OVR), OA launched a summer internship program for college students who happen to have a disability. In 2018, eighteen students pursuing a wide variety of degrees were placed in offices throughout Harrisburg to gain experience in their chosen fields and gain exposure to work in public service. The feedback from participating students and state offices has been extremely positive.

FASTER HIRING THROUGH AUTOMATED PROGRAM

To gain efficiency in the hiring process and standardize the background check process, the Office of Administration engaged a background check service provider for a new tool for HR staff to conduct education and employment verifications, as well as to conduct county criminal background checks, when required. Using this new service will allow HR staff to shift their resources from conducting verifications to other functions.

"Modernizing our hiring policies and procedures makes our customers more competitive in the talent marketplace."

*~~ Jason Swarthout, Director
Talent Management*

"Building a diverse commonwealth workforce helps us connect with the many varied communities that commonwealth agencies serve."

*~~ Linda Miller, Delivery Center Manager
General Government Delivery Center*

Strategic Hiring

One-stop shop for finding a commonwealth job ~ employment.pa.gov



AWARD WINNING MILLENNIAL RECRUITMENT INITIATIVES

The National Association of State Chief Administrators (NASCA) presented the Office of Administration with the 2016 Innovations in State Government award in the category of personnel for our efforts to attract Millennials into the state government workforce. OA revived relationships with PA colleges and increased the commonwealth's presence at campus job fairs, while programs like the Commonwealth Public Service Intern program now provide a path from college to careers – without having to take a civil service test or wait on a civil service list. The William Penn Fellowship Program was also established to bring advanced degree holders into public service to work on targeted projects.



APPLICATION EXPERIENCE

All job vacancies are now posted on the commonwealth's employment site at employment.pa.gov. This provides a one-stop shop for applicants seeking commonwealth employment. All job seekers now apply for civil service and non-civil service jobs through the same site.



SOCIAL MEDIA PROGRAM

The Talent Management Office is working closely with the Governor's Office to launch a new strategic social media recruiting program. The goal is to strategically market the commonwealth as an appealing employer to job seekers who are qualified, motivated and high-performing. The approach will be data-driven, responsive and based in multimedia across several platforms.



DISABILITY HIRING

Governor Wolf's "Employment First" executive order in 2016 focused Pennsylvania on being a model state that is hospitable to workers with disabilities. In June of 2018, the governor signed House Bill 1641, codifying the Employment First policy and requiring state, county and other entities receiving public funding to first consider competitive integrated employment.



"Finding new ways to attract today's tech-savvy job candidates is crucial for the success of any modern recruitment program."

*~~ Christopher Norris, Delivery Center Manager
Infrastructure and Economic Development
Delivery Center*

"Technology, internship programs and college recruitment efforts have contributed to our success at recruiting the next generation of public servants."

*~~ Deborah Laughman, Delivery Center Manager
Conservation and Environment Delivery Center*



Data-Driven Decisions

Using data to guide organizational decisions



COMPENSATION TIME DATA

A new interactive dashboard was developed and implemented to help management track and analyze compensatory leave accrual data. This reduces costs and decreases risk.



HIRING DATA

To assist with analyzing HR data regarding the time it takes to fill positions, an intuitive dashboard tool was created. The tool provides insight into hiring process timeframes and allows for collaboration between HR and hiring agencies to continually improve the hiring process.



LOCAL GOVERNMENT DATA

When it comes to data, getting different levels of government on the same page helps with sharing resources and provides more data to drive decisions. HR and IT personnel collaborated to develop a solution for migrating participating local governments' merit system data into the state enterprise system.



SERVICE DATA

Quarterly metrics were established for HR services where data exists, and the metrics are monitored regularly by governing bodies. The data showcases performance of HR services and provides a means for agency business executives to monitor HR service risks and issues and escalate service matters if necessary. Planning is underway to automate the HR service metrics and provide an on-demand executive dashboard.

"The expanded reporting of HR data has increased transparency and contributed to a better understanding of HR activities."
*~~ Ty Stanton, Delivery Center Manager
Public Safety Delivery Center*



Data-Driven Decisions

Applying LEAN techniques to inform decision-making



NON-CIVIL SERVICE HIRING

A multi-agency workgroup assessed the non-civil service hiring processes. Excessive wait times and redundancies were identified and eliminated, process changes were implemented and intuitive dashboards were created, resulting in reduction in the time it takes to fill a non-civil service position.



CLERICAL POOL HIRING

LEAN techniques were applied during the review of the temporary clerical pool hiring process. Opportunities to improve the process were identified and a streamlined process was developed and implemented. The outcome resulted in reduced time to hire a temporary clerical pool employee and assign the person to an agency.



CORRECTIONS OFFICER TRAINEE HIRING

The Public Safety delivery center implemented a centralized corrections officer trainee hiring process to align resources for filling these high priority positions. Position vacancy rates improved significantly and pools of candidates were established to quickly fill anticipated vacancies.



LEAN LEADERS

The Office of Administration's HR organization is working with the Governor's Office of Performance Through Excellence to jumpstart the LEAN program within HR. The HR LEAN program's mission is to share knowledge, provide tools and offer support to create a culture that promotes innovation and process improvement. LEAN leaders within the HR organization will be coordinating more and more LEAN projects, coaching staff through 'leaning out' their processes and establishing or collecting key performance data so that successes can be measured and celebrated.

"Data has provided valuable insight into HR performance and allowed us to identify opportunities for further improvement."
 ~~ Matthew Stine, Delivery Center Manager
 Employment, Banking, and Revenue Delivery Center



IT Success Stories

A special thank you to our customers and IT professionals for your unyielding commitment throughout the shared services transformation. The drive toward continuous improvement is inspiring.

With over 250 accomplishments and multiple recognition awards, I am proud to share highlights for IT from July 1, 2017 through June 30, 2018.

~~ John MacMillan, Deputy Secretary for Information Technology



Citizen Engagement

Increasing accountability and transparency



Pennsylvania hosted the first CODE4PA event where citizens can utilize state data to generate ideas, designs, prototypes and/or applications. The annual CODE4PA event increases transparency and public engagement with the government.



A Crime Victims Mobile App was made available to victims of crime to file victims' compensation claims and check status directly with the PA Commission on Crime and Delinquency. This new mobile app provides victims with another means to request financial help for a variety of expenses.



Online Voter Registration System provides an electronic means for citizens to register to vote. Citizens are also given the opportunity to complete applications for other commonwealth services while registering to vote.



PA Link to Community Care Website helps persons with disabilities, seniors and family members find information and educational materials that connect them to support and services within their communities.

A Food Safety Mobile App was implemented to provide public outreach and regulation transparency for restaurant inspection compliance. Citizens can view restaurant inspection compliance per food safety regulations.



Digital Video Closed-Circuit TVs were installed at all 71 driver license centers within the customer wait areas across Pennsylvania. Customized digital video provides important local transportation and commonwealth information and improves citizen wait-time experiences.



Identity Access Management was redesigned to provide citizens with a safer single login when accessing online services and enable the option to use social media accounts to access commonwealth services.



"Engaging citizens in co-creating services provides an opportunity for delivering exceptional experiences and integrated services across all channels: web, mobile, virtual assistants and call center."
~~ Suhail Ahmad, Chief Innovation Architect
Enterprise Delivery Center

"Citizen engagement and public-private collaboration drives innovative technology solutions, using the data, skills and diverse talents throughout Pennsylvania."
~~ Julie Snyder, Chief Information Officer
General Government Delivery Center



Cost Savings & Optimization

Reduction in business expenses and more effective and efficient use of resources



The Request for Proposal Process was automated to provide an electronic means of preparing and responding to request for proposals. Suppliers are able to submit responses electronically and staff are able to immediately access supplier proposals and perform their reviews electronically – reducing effort to distribute information and travel to perform evaluations.



Law Enforcement's Most Critical Systems were transitioned from mainframe to new technology platforms resulting in elimination of expensive support and maintenance costs.



Optimization of Delivery Center Services resulted in the elimination of technology systems, software licensing, reporting products, storage and computing performance needs. Realized benefits include more efficient and effective use of technology resources while continuing to meet business needs.



The Third Party Liability Portal helps to generate revenue for the commonwealth through casualty and estate recoveries. Business processes were automated to reduce document processing times and improve the customer experience.



"The past year has been focused on transforming the operating model to run IT like a business. We have an obligation to taxpayers to ensure all costs are optimized so maximum value is provided to our customers at the lowest possible cost."
~~ Rosa Lara, Strategy and Management Director
Enterprise Delivery Center

Forestry Property and Resource Agreements were optimized by moving from paper to the creation of an online website. The website provides the ability to collect and process agreements with external entities, and reduces the overall processing time through electronic routing and reminder notifications.



Customer Care System Enhancements occurred to include citizen-reported bridge issues and concerns received through transportation public-private partnerships. Realized benefits include elimination of duplicative data entry, new response capabilities and one location for storing all Highway Administration road and bridge concerns.



Telephone and Electronic Communication transitions began in November 2017 as a result of a new contract that is anticipated to generate significant savings over the course of 4 years. Cost effective call center solutions along with centralized reporting and support are also anticipated as the commonwealth continues to transition services.



"Cost savings and optimization are two of the most important principles for technology professionals to balance between business value at a cost that minimizes risk while maximizing functionality."
~~ Sean Crager, Chief Information Officer
Conservation and Environment Delivery Center

Legacy Modernization

Converting superseded technology towards evolving business needs



A New Case Management System for managing discrimination complaints was implemented to replace a prior obsolete tool. The new system provides the commonwealth with full support and future expansion opportunities as new human relations needs arise.



The Corrections and Parole Total Online Repository was implemented to replace several legacy and mainframe applications. The new system provides staff with innovative technology to operate more efficiently and includes various capabilities such as parole case notes, intelligence, data cleanup and dashboards.



A New Pennsylvania Licensing System was implemented to replace multiple legacy and disparate systems. The new system provides the commonwealth with the ability to better manage professional licensing activities along with reduced technology and support costs.



Web Infrastructure for Treatment Services helps to promote the development of healthy lifestyles that positively impact individuals across their lifespan, communities, families and schools. The modernized system is used by treatment and prevention providers to track prevention-based information and treatment episode data.

The Farmland Preservation Ownership Transfer application was improved to support the process of transferring preserved farmland ownership. The system provides counties with the ability to initiate and complete farmland transfers online, along with improved tracking capabilities.



The Capital Planning Tool was revamped to better support local agencies with capital project needs by tracking requests for funding along with available financial sources. The tool also supports Act 44 of 2007 with the management of state and federal dollars invested in public transportation capital facilities on an annual basis.



The Mobile Email Migration initiative transitioned remaining disparate email capabilities to modern and centralized Technology. More commonwealth Employees have access to mobile tools to perform their jobs from any location.



“Seamless interfaces to centralized, flexible, and cost effective solutions becomes possible with a consistent legacy moderation strategy.”

~~ Margaret Hively, Enterprise Solutions Director, Enterprise Delivery Center

“Legacy modernization provides an opportunity to realize cost savings, increase operational efficiencies, and achieve a sustainable system for the future.”

~~ Dave Naisby, Chief Information Officer Employment, Banking and Revenue Delivery Center



Risk Mitigation

Reducing the severity and exposure to harm or loss



Vehicle Telematics were installed into the commonwealth's passenger fleet to better manage the fleet and to ensure vehicle operators act safely. Telematics devices alert if a vehicle is in an accident, can provide accurate vehicle location if an operator is stranded and will also anticipate mechanical issues which may result in a possible breakdown.



A Cybersecurity Program was implemented to introduce delivery center-wide risk assessments and roadmaps, security awareness training, data classification, entitlement and privileged access management, incident detection and response planning and policy and regulatory compliance.



Cybersecurity and Data Breach Avoidance initiatives were completed to establish risk baselines and improve security practices. Assessment procedures and focused activities significantly reduced the risk of data breaches and improved both physical and technology security.



Medicare Beneficiary Identification improvements were made within supporting technology systems to better identify Medicare beneficiaries for Medicaid claim payments and eligibility purposes. The enhancements help to minimize identity theft and fraud.



“Risk mitigation is core to our ongoing commitment to protect citizen data and enhance the customer experience while improving security posture and fostering a cybersecurity program that enables the business.”

~~ Erik Avakian, Chief Information Security Officer Enterprise Delivery Center

Hardware and Software Upgrades reduced risk for the business by replacing, migrating or getting rid of obsolete technology. Advancing to newer and more common technology brings the business into alignment with technology roadmaps and support capabilities.



Transportation Facility Communications were enhanced by interconnecting technology statewide across 344 transportation stockpile locations. Realized benefits include increased productivity, reduced travel time, real-time data entry, access to winter materials information and remote data transfer capabilities from equipped vehicles.



Continuity of Operations for state government was enhanced by increasing the use of secondary data center services. More mission critical systems are better prepared for use at a Secondary, out-of-state location in the event of a natural or man-made disaster impacting Pennsylvania.



“Risk mitigation to protect citizen data is so important given the fact that we are custodians of data such as citizen's health, birth, death and child welfare information.”

~~ Sandy Patterson, Chief Information Officer Health and Human Services Delivery Center

Technology Convergence

Increased use of common components and better capabilities



Information Technology Infrastructure was significantly upgraded to utilize shared and virtual resources. An IT Help Desk service was also transitioned to eliminate a contract. The technology convergence produces savings, as well as improved support and availability.



Replacement of Obsolete Computer Systems occurred across 24 Department of Corrections facilities, providing re-entrants access to new learning opportunities, consistent delivery of educational service offerings, technology support efficiencies and an improved commonwealth security posture.



Online Email and Collaboration Services were adopted, bringing integrated capabilities that spread across multiple devices and enabling users to work from anywhere.



The Child Support and JobGateway websites were integrated to provide employment services and automated work search reporting and tracking as part of the child support program. Three months after implementation, over 2,476 JobGateway work search orders were issued, enabling child support workers to more effectively enforce and monitor work search order compliance.

Office Service Capabilities, including parking, vehicle information management, home storage of vehicles and accident reporting and tracking, were transitioned into one application in support of seamless data sharing and access and streamlined data entry.



ePayroll Mobile App was implemented to provide a consistent, automated and simplified tool for the submission of payroll data from the field to the commonwealth's central payroll system. Built-in upfront features save data entry and validation time prior to approval.



Project and Portfolio Management Tools were converged to provide a single source of truth for information technology project health reporting. Key technology processes were also automated within an Enterprise Standard Service Management Tool to provide better capabilities to manage and track service activities.



"As we continue to drive technology convergence, providing a scalable compute environment and flexible telecommunications infrastructure that enables effective use of cloud-based service, are essential to meeting business-focused outcomes for our agencies and citizens."
 ~~ James Weaver, Chief Technology Officer
 Enterprise Delivery Center

"Technology convergence increases efficiencies in everyday business operations and reduces management of one-off devices with limited capabilities."
 ~~ Mike DeMatt, Chief Information Officer
 Infrastructure and Economic Development
 Delivery Center



Digital Transformation

Changing commonwealth business through technology



The Enterprise Resource Planning System was enhanced to provide high-speed data access, more advanced security controls and an improved mobile device access experience for system users.



An Electronic Document Management System was implemented to streamline a costly paper-based process for administering parole requests. Parole decision-making and processing time was streamlined, along with achieving significant postage cost reductions.



Underground Storage Tank Indemnification Fund's new web-based fee billing system resulted in phone call reductions, streamlined payment processing and business partner transparency.



Medical Marijuana systems were created for seed-to-sale product tracking and patient, caregiver and physician registration. Additionally, **Opioid Dashboards** were established to provide local governments, the medical community, and the public with an understanding of the crisis impact and the commonwealth's response.

Automation of Paper-Based Permits for air quality asbestos, radiation X-Ray renewals, storage tanks, and mining programs resulted in customer service improvements, reduction in process time and the more efficient use of resources.



Digital Photograph Identification enhanced the licensing issuance process and improved the delivery of photographs. Through enhanced technology capabilities, citizen photographs are captured upfront before driver license or identification card applications are processed. Realized benefits include more timely and dependable license services and products.



Risk-Based Multi Factor Authentication is part of the commonwealth's ongoing commitment to help protect accounts and data against fraud, data breach and identity theft. An additional layer of security was added, making it less likely that someone can gain access with compromised user credentials, such as from a phishing attack.



"It is the digital age for engagement, interaction, and collaboration, which is why the Chief Information Officers are being invited to the business table as a strategic partner."
 ~~ Dustin Rhoads, Chief Information Officer
 Public Safety Delivery Center





Lessons Learned

Sharing lessons provides an opportunity for others to learn from the commonwealth's actual experiences

The commonwealth was able to leverage lessons learned from prior consolidation efforts, the experience of our executive leadership and the talent of our employees.

We also acquired new insights and knowledge throughout our shared services transformation journey, such as the need to cultivate new behaviors and beliefs along with finding incremental innovations for creating momentum.

Additional lessons learned are contained on the right for other interested parties to leverage.

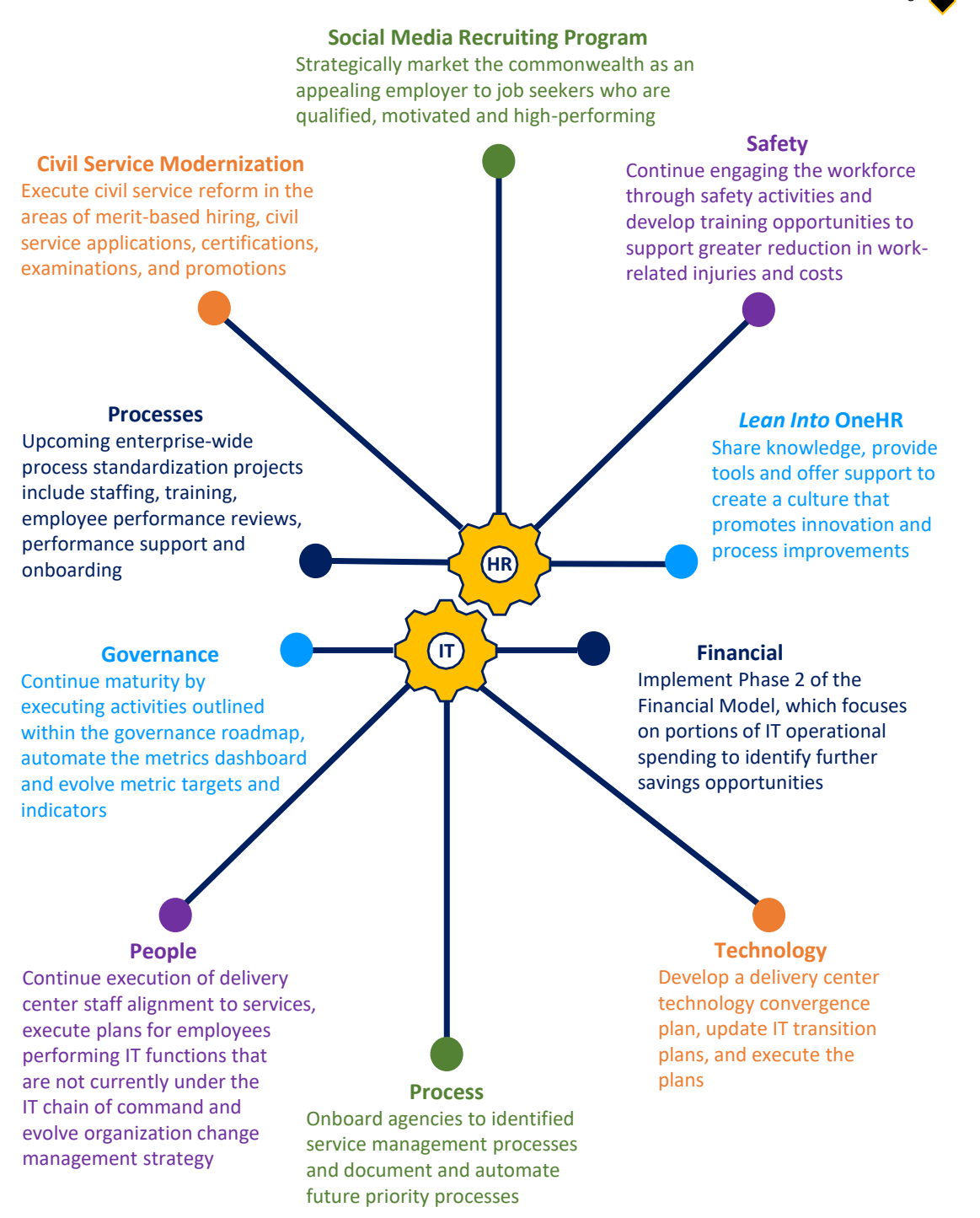


Our Future

The commonwealth's future is bright, exciting, and contains many opportunities to continue our growth and maturity

Our accomplishments yielded positive feedback, not only from agency business executives and customers, but also from our employees and other states that are looking to leverage our work products and learn from the Pennsylvania Shared Services Transformation initiative.

There remains much work to be done and the items contained on the right are a representation of key high-level focus areas for fiscal year 18/19.



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