

Today, the IES conducts regular internal system performance evaluation by collecting daily performance data and analyzing it monthly. Table 3 is a snapshot for IES system performance for the month of February 2006 for transactions per month, system availability, and support groups. As Table 3 depicts, in February 2006, the IES system processed nearly 1.9 million transactions. Moreover, the system was available 99.9 percent of the time and had 53 state government agency members and over 55,000 users.

Table 3. Integrated Enterprise System (IES) Performance Statistics(12)	
Transactions	Total Number
Electronic paychecks processed	192,000
Travel expense voucher processed	25,000
Human resources actions processed	206,000
ESS leave transactions processed(13)	171,074
Financial documents processed	1,300,000
Budget documents processed	1,666
Procurement documents processed	143,000
Business reports processed	25,000
Total Transactions	1,892,666
System Availability	Measure
Online availability to the user	99.9%
Request to response time for real-time transactions	< 1 second
Support Groups	Total Number
Business owners (Budget, Finance, Payroll, Travel, Procurement, and Human Resources)	6
PA state government agencies	53(14)
Business users	21,900
Employee Self-Service (ESS) users	53,454

Table 4. Financial and Non-Financial Returns	
Secondary Performance Gains	Value
Electronic paycheck distribution via IES rather than by mail	\$500,000 annual savings
Improved efficiencies in operations and personnel management	\$1.2 million return to PA
IES generated 2005 income tax forms – produced and distributed faster than in previous years	Potential increased employee satisfaction
IES payroll support was extended to support the Health Care Cost Containment Council	Leveraging existing infrastructure to other agencies

As illustrated in Tables 3 and 4, during its first three years as an operational enterprise program, IES focused on the ERP's reliability and security as a government-wide infrastructure for core administrative functions. The Commonwealth employs a distributed approach to measuring Public ROI. The ERP itself delivers measurable public return in terms of transactions and cost savings related to internal government operations. According to

Andy McIntyre, Chief, IES Policy, Standards, and Strategic Planning, “The business owners are responsible for their business measures, and Bureau of the IES are responsible for measuring the technological delivery of services.”

Two primary measures are paramount for the Bureau of IES, according to McIntyre. “First, the availability of the system to the end user . . . the person who actually does work in the field, because it’s their system. Second, the availability of the Business Warehouse, to the end user.” The Business Warehouse is a repository of management summary level data created from transactions in the IES. It is used by government managers to develop management reports and to help make informed and timely decisions.

In the initial years of the operational ERP system, this approach enabled the business owners and system users throughout the Commonwealth to build trust in the system with its new standards for conducting the core administrative functions of government. The ultimate success of the system and its ability to enable improved public value in the form of better government operations depended on the ability and willingness of Commonwealth employees to use the system and learn how its functionality can help them do their jobs better.

While the Commonwealth has been successful in both implementing the enterprise infrastructure and providing business owners and users with a consistently reliable and secure system, steps have also been taken to expand the enterprise approach. Beginning with Governor Rendell’s December 2005 *Executive Order* to create an Enterprise Information Technology Governance Board, the Commonwealth is now systematically expanding its existing technical infrastructure and implementing new enterprise institutional structures, standards, and policies to better identify and measure additional public returns on IT investments as they enable Commonwealth priorities and strategies to improve government operations and services to citizens. (15)

The purpose of the Enterprise Information Technology Board is to:

. . . establish an Enterprise Governance Structure to oversee the investment and performance of information solutions across the Commonwealth’s agencies and to advise and counsel the Governor on the development, operation, and management of the Commonwealth’s IT investments, resources and systems.

The composition of the board includes the following senior Commonwealth leaders:

- Secretary of Administration;
- Secretary of Budget;
- Secretary of General Services;
- Governor’s Chief of Staff;
- Deputy Secretary for Information Technology, who will serve as the Commonwealth’s CIO.

Of note, this same board membership that comprised the core senior leadership led the development of the IES program and successfully implementation of the Commonwealth’s government infrastructure.

In addition to the Enterprise Information Technology Governance Board, the Executive Order created a process of cross-agency prioritization of information technology projects in the form of Communities of Practice (CoP).(16) The purpose of the CoP planning process is to determine if agencies that share program and policy objectives, serve common populations, or have compatible data collection and management needs can be supported by either leveraging existing technical infrastructure or ‘a single solution that meets the majority of the agencies’ needs. (17) For example, the Pennsylvania State Police, Office of Homeland Security, and Department of Corrections are part of the Public Safety CoP. An enterprise perspective in for this CoP will assess whether existing infrastructure could be leveraged to meet the needs of these agencies or whether a single solution in the market could meet, for example, 90% of the needs of these three organizations.

In terms of leveraging the existing government infrastructure provided by the IES program, the Commonwealth currently is undertaking two additional projects:

- A Plant Maintenance module to support the management and maintenance of PA roads, bridges, and associated supporting vehicles.(18)
- A Supplier Relationship Management module to support improving statewide sourcing and purchasing processes.(19)

Both of these projects leverage the existing government infrastructure to support Governor Rendell’s priorities for improving the efficiency and effectiveness of government operations.(20)

As highlighted earlier in this report, the current Administration’s focus is less on the technology and more on the

results that it and other strategies can deliver. According to Chris Dwyer, Special Assistant to the Secretary of the Budget, "When the Governor pledges that by the end of this calendar year we will have saved a billion dollars, it's not about the technology per se but about the specific money we saved. This is how he communicates to the legislature and public. Some of these strategies for saving money might have been enabled by technology but it's not the technology per se."

For the Bureau of IES and the Office for Information Technology, the current Administration's approach presents both challenge and opportunity. The challenge is that, like all other government agencies and programs under the Governor's jurisdiction, the IES program is expected to deliver continuing cost savings and efficiencies. However, the opportunities to do so are numerous. The current Administration is clear in its priorities for transforming the Commonwealth into a more effective and efficient provider of services to citizens. These priorities, along with the new enterprise IT governance structure, now give the Commonwealth the opportunity to leverage the existing infrastructure provided by IES to enable existing and future government strategies to bring about the necessary changes to further realize the Administration's goals by moving beyond infrastructure and back-office administrative processes to customer-facing service programs.

(12) For the month of February 2006.

(13) Based a simple average of ESS leave transactions from July 1, 2005 through June 30, 2006.

(14) 49 out of 53 agencies are under the Governor's jurisdiction.

(15) To view full text of Executive Order see <http://www.oa.state.pa.us/oac/cwp/view.asp?A=351&Q=185706>.

(16) See Section 5 of Executive Order 2004-8 Amended at <http://www.oa.state.pa.us/oac/cwp/view.asp?A=351&Q=185706>.

(17) Current Communities of Practice: (1) health and human service, (2) public safety, (3) environment, and (4) general government operations. For more information on the Communities of Practice approach see the *Keystone Technology Plan: An Information Blueprint for the Commonwealth of Pennsylvania* at <http://www.oit.state.pa.us/oaait/cwp/view.asp?Q=185825&A=182&oaaitNav=|>.

(18) For more information on the Plant Maintenance project see <http://www.ies.state.pa.us/plantmaintenance/site/default.asp>.

(19) For more information on the Supplier Relationship Management project see <http://www.ies.state.pa.us/srm/site/default.asp?srmNav=|&imaginepaNav=|>.

(20) For more information on Governor Rendell's strategic sourcing initiative see Governor Rendell's Agenda at <http://www.governor.state.pa.us/governor/cwp/view.asp?a=1113&q=438224>. For more information on the priority Governor Rendell's has given to more efficient and effective use of existing government resources such as state vehicles see Governor Rendell's 2005-2006 Executive Budget Address at <http://www.governor.state.pa.us/governor/cwp/view.asp?a=1101&q=440156>.