

## 2014-16 Executive Progress Report

Commonwealth of Virginia  
Secretary of Administration

### Virginia Information Technologies Agency

#### At A Glance

To provide information technology and services to our customers that enable Virginia's government to better serve the public.

**Staffing** 251 Salaried Employees, 54 Contracted Employees, 281 Authorized, and 12 Wage Employees.

**Financials** Budget FY 2015, \$382.21 million, 0.54% from the General Fund.

<b>Trends</b>	↑ Number of Customers	<b>Key Perf Areas</b>	➔ Compliance with IT Project Criteria
	↑ Agency Service Requests		↑ Compliance with IT Security Program
	↑ IT Security Program Compliance		↑ Customer Adoption of Enterprise IT Shared Services
	↑ Customer Adoption of Enterprise IT Shared Services		
<b>Legend</b>	↑ Increase, ↓ Decrease, ➔ Steady	<b>Productivity Legend</b>	↑ Improving, ↓ Worsening, ➔ Maintaining

For more information on administrative key, and productivity measures, go to [www.vaperforms.virginia.gov](http://www.vaperforms.virginia.gov)

### Agency Background Statement

VITA's Vision is to be Virginia's "go to" government information technology partner.

The Virginia Information Technologies Agency (VITA) is the Commonwealth's consolidated information technology organization. VITA is a unique organization, pioneering a 21st century model for information technology governance and operational excellence. The creation of VITA represents the most comprehensive reform of state government information technology in the nation and firmly establishes Virginia as a leader in the use of technology in government.

In this capacity, VITA's responsibilities fall into five primary categories:

1. Governance of the Commonwealth's information security programs in support of the responsibilities of the Chief Information Officer of the Commonwealth;
2. Operation of the IT infrastructure, including all related personnel, for the executive branch agencies declared by the legislature to be "in-scope" to VITA; VITA provides information technology for its customers as fully-managed, "shared services" through:
  - Centralized monitoring, management and support of information technology infrastructure; security; investments; and procurement; and
  - 19 separate service offerings made up of 80 separate, discrete services
3. Governance of IT investments in support of the duties and responsibilities of the Information Technology Advisory Council and the Chief Information Officer of the Commonwealth;
4. Procurement of technology for VITA and on behalf of other state agencies and institutions of higher education.
5. Working with Executive Branch agencies in the identification and use of enterprise, collaborative and agency business solutions which provide improved services and/or reduce expenses

### Major Products and Services

VITA is currently providing its customers 19 separate service offerings consisting of a total of 80 separate and discrete information technology-related services.

Examples of these services include security incident management and coordination, managing the Commonwealth's network of servers, mainframes, desktop computers, and other IT infrastructure, and aiding agencies through the IT project management and procurement processes. The full list of offerings and services can be found at <https://cova.share.virginia.gov/sites/vita/esg/ServicesResourceCenter/Lists/Service%20Offerings/Service%20Offerings%20new%20taxonomy.aspx>

The catalog of services is available at <http://shop.vita.virginia.gov/>

### Customers

#### Customer Summary

As the provider of infrastructure services for state government, VITA supports executive branch agencies. VITA also supports many local governments, school boards and libraries that are primarily users of statewide telecommunications contracts as well as other qualified state contracts for IT products and services. Taken together, VITA provides services at over 2,200 customer locations distributed in every county of the Commonwealth. .

VITA is actively pursuing opportunities with current suppliers to provide new services that address executive branch customer business needs. Over the next biennium, VITA will engage customers in discussions focused on the direction of the Commonwealth's IT Infrastructure Services sourcing strategy.

Customer Table

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Governor	Governor's Office	14	14	Stable
State Agency(s),	Executive Branch Agencies	72	72	Stable
State Agency(s),	Facilities affiliated with executive branch agencies	50	50	Stable
State Agency(s),	Independent agencies	6	6	Stable
State Agency(s),	Legislative Branch	35	35	Stable
State Agency(s),	Judicial Branch	13	13	Stable
Attorney General	Office of the Attorney General	1	1	Stable
Local or Regional Government Authorities	Local Government	130	130	Stable
Local or Regional Government Authorities	Regional government entities	64	64	Stable
Higher Education Institutions	Institutions of higher education	51	51	Stable
Non-Profit Agency (Boards/Foundation),	Non-profit entities	2	2	Stable
Federal Agency	Non-Commonwealth government entities	1	1	Stable
Local or Regional Government Authorities	Non-Commonwealth government entities	1	1	Stable
State Government Employee	VITA Employees	263	281	Stable
State Government Employee	VITA Management	8	8	Stable

**Finance**

**Financial Summary**

VITA's resources include appropriations from the Internal Service Fund, Dedicated Special Revenue Fund, General Fund, and Special Revenue Fund. Additionally, appropriations from the Federal Trust Fund are requested as needed.

The Internal Service Fund (ISF) is VITA's primary source of revenues and expenses. In this intragovernmental fund VITA collects revenue and makes associated expenses for providing information technology infrastructure and telecommunications services to other state agencies, institutions, and local governments. The services furnished (Network Services -- Data, Voice, and Video; Data Center Services; Desktop and End User Services; Computer Operations Security Services; and Technology Security Oversight Services) are charged to the recipient agency, institution, or local government to recover costs through user charges. Beginning in the current biennium, the ISF appropriations are recorded in the Appropriation Act (included in the bottom line) rather than solely being documented in budget language as a sum sufficient appropriation. Discretionary services VITA provides to some customers are now captured separately in a new ISF program (Central Support Services). The other category of ISF budgeted is support for the VITA internal organization, which includes project management, information security, customer relations, service management, and overall agency management and operational support.

The Dedicated Special Revenue Fund accounts primarily for the distribution of receipts generated by the Virginia Geographic Information Services (VGIN) program and the Enhanced Emergency Communications System program (E-911). VITA incurs a limited cost to administer these two programs. Funding for e-government and enterprise collaborative services is also included here.

The Special Revenue Fund source is the Acquisition Services Special Fund, derived from a surcharge on information technology procurements. The appropriations are used by VITA for procurement and contracting oversight and management expenses and to pay for services to customers that are not considered allowable, by the federal government, for their share of payments to VITA (recorded as internal service fund revenues). VITA also provides support to the Governor's office from this fund, and recent revenue increases have been designated for use in planning for the infrastructure services contract transition.

The General Fund reflects appropriations received from the Commonwealth of Virginia used for Information Technology Investment Management (ITIM) Oversight Services and Enterprise Development Services.

The Federal Trust Fund appropriation reflects various grants of limited duration and is subject to change from year to year.

**Fund Sources**

<b>Fund Code</b>	<b>Fund Name</b>	<b>FY 2015</b>	<b>FY 2016</b>
0100	General Fund	\$2,074,163	\$2,031,316
0210	Acquisition Services Special Fund	\$7,778,099	\$7,361,363
0600	Internal Service	\$347,077,163	\$349,824,751
0900	Dedicated Special Revenue	\$0	\$0
0905	Gis Fund	\$2,150,000	\$2,150,000
0910	Va Information Providers Network Fund	\$1,365,697	\$865,697
0928	Wireless E-911 Fund	\$19,530,245	\$22,710,917
0932	Virginia Technology Infrastructure Fund	\$1,800,000	\$1,100,000
1000	Federal Trust	\$0	\$0
1004	State Broadband Data & Devlpmnt Grant Prog - Arra	\$432,093	\$0

**Revenue Summary**

VITA's major source of revenue is charges for IT and telecommunications services provided to executive agencies and other governmental, customers. VITA develops individual rates for each service provided; these rates are intended to recover the full cost of providing the service without overcharging and making a profit. Since many of VITA's customers use federal funding to pay for IT services, the federal Division of Cost Allocation (as well as, in-state, the Auditor of Public Accounts, the Joint Legislative Review and Audit Commission, and the Department of Planning and Budget) has an important role in monitoring and regulating the rate schedules and revenue income. These service rates are adjusted each year, as needed, in response to changes in vendor costs, increases or decreases in customer demand, and/or need to adjust for prior year under- or over-recoveries. An overhead surcharge rate calculated to produce adequate revenue to cover the costs of VITA's essential internal operations is also developed and validated each year.

Other revenues collected by VITA are derived from cellular services provider surcharges, charges for geospatial imaging products, charges for collaborative solutions services, IT procurement provider surcharges and charges for motor vehicle records.

## Performance

### Performance Highlights

As mentioned in the Overview of this report, the Virginia Information Technologies Agency (VITA) is the Commonwealth's consolidated technology services and solutions provider, responsible for:

- Governance of information technology security program;
- Operation of the state's information technology infrastructure;
- Governance and oversight of information technology;
- Procurement of technology-related goods and services on behalf of state and local governments; and
- Promotion of collaborative and enterprise-wide application solutions

A high-level summary of recent performance in each of these five areas of responsibility

**IT Security Governance:** Improved the information security posture of the Commonwealth, to better protect government information, by: setting and monitoring security architecture and standards; performing overall information security incident response; sharing intelligence and information with the FBI, DHS, State Police and VDEM among others; conducting information security risk management; and overseeing and assisting agencies with their information security needs.

**Infrastructure Operations:** Provided consistent, reliable services. Service level objectives for availability, response, time to repair and other similar quality of service measures for IT infrastructure services have been in use since 2008. Over the last several years, VITA has met 100% of the requirements in all 50 of these "Service Level Agreements (SLAs)". In addition, 86 of the 89 eligible Commonwealth agencies have been transformed and are now using these infrastructure services, which enables VITA to reach a "critical mass" and further leverage the infrastructure to provide innovative technology products, services and engineered solutions that meet customers' business and technology needs.

**Technology Governance and Oversight:** Provided guidance to ensure the effective and efficient use, acquisition, and management of information technology resources in the Commonwealth through a variety of means, including: Providing strategic direction through the Commonwealth's Strategic Plan for Information Technology; Developing, implementing and ensuring compliance with a statewide IT enterprise architecture that supports the strategic plan and provides strategic and tactical direction to agencies and institutions of higher education in the Commonwealth; Ensuring agencies and institutions of higher education follow project management best practices and procedures and are compatible with Commonwealth Strategic Plan initiatives when developing or enhancing major information technology systems; Developing and implementing IT strategic plans that support the strategic goals and objectives for the Commonwealth of Virginia and each agency; and Maintaining an Enterprise-level data governance body responsible for the management and oversight of the Commonwealth's data assets to provide business users with high-quality, consistent and accessible data.

**Procurement of IT-related Goods and Services:** Assisted state and local agencies in the procurement of IT and telecommunications goods and services by leveraging state spending and increasing efficiency and effectiveness by managing nearly 200 statewide contracts for use by all public bodies of the Commonwealth. These contracts have been used to: acquire over \$350 million in products and services, and they support broad procurement initiatives such as SWaM (over 40% of the 160 contracts awarded in the last four years have been placed with SWaM suppliers). VITA also conducts over 20 specific procurements annually, many on behalf of other state agencies.

**Promotion of Collaborative and Enterprise-Wide Opportunities for Shared IT Solutions:** VITA continues to work with customer agencies on numerous enterprise/collaborative opportunities. Most recently, major projects have been completed for the Commonwealth as a whole that: established statewide information standards and an Enterprise Information Architecture (EIA); provided enterprise-wide Electronic Data Management (EDM) services and Service Oriented Architecture (SOA) services; re-engineered the eGov outsourcing model and related services; and re-designed the Virginia.gov website.

**Selected Measures**

Measure ID	Measure	Alternative Name	Estimated Trend
13682801.004.001	Percentage of Commonwealth major information technology (IT) projects completed on time and on budget against their managed project baseline.	Compliance with IT Project Criteria	Maintaining
13682901.001.001	Percentage of Commonwealth executive branch agencies achieving satisfactory results in reviewing their environment for adequate compliance with the Commonwealth's Information Security Program.	Compliance with IT Security Program	Improving
136.0004	Customer agency adoption of VITA-offered enterprise shared services, particularly MITA platform. Target: 50% increase in citizen utilization (transactions) of Commonwealth Authentication System (CAS) to access eHHR and other systems in CA2015.	Customer Adoption of Enterprise IT Shared Services	Improving
136.0003	Percentage of payments for delivered goods and services paid by the required payment due date. Target: 95% compliance.	On-time Payment for Delivered Goods and Services	Maintaining
136.0002	Percentage of service level objectives (defined in customer agency memorandums of understanding) met or exceeded. Target: 100% SLA performance for ITP services.	Compliance with Service Level Objectives	Maintaining
13671201.001.001	Average personnel cost per E-911 call received by local public safety answering points (PSAPs)	Average personnel cost per E-911 call	Improving

**Key Risk Factors**

VITA faces several challenges in the coming biennium.

- Maintaining a secure Commonwealth IT environment;
- Completing, maintaining and operating a stable, modernized IT infrastructure environment;
- Developing and gaining approval for the approach to the Commonwealth's IT infrastructure services sourcing effort
- Determining how to address the Commonwealth's aging legacy computer applications;
- Determining how to address VITA's aging workforce; and
- Improving customer relations, customer service and customer outreach

**Agency Statistics**

**Statistics Summary**

The following [Statistical Data Table](#) illustrates the depth and breadth of the service, support and oversight provided by VITA to the 89 agencies and 2,200+ locations. That service, support and oversight extends to thousands of computers, printers, phones, hand-held devices, networks and e-mailboxes; and to IT projects estimated to cost hundreds of millions of dollars.

**Statistics Table**

Description	Value
Number of Cell Phones Supported	11,000
Number of Computer Network Circuits Supported	2,039
Number of Computer	5,311
Number of Computer	22,000
Estimated Cost of Major IT Projects Receiving Oversight	503,000,000
Number of Discrete Products and Services Supported	80
Number of Commonwealth Locations Supported	2,247
Number of Personal Computers Supported	59,374
Number of Computer Servers Supported	3,356
Number of Electronic Mailbox Accounts Supported	58,948
Number of Desk Phones Supported	55,000
Number of Handheld Devices (Personal Data Assistants/PDAs) Supported	6,100



### General Information About Ongoing Status of Agency

VITA continues to pursue its mission of providing information technology services to our customers that enable Virginia's government to better serve the public.

### COMMONWEALTH IT SECURITY

VITA is responsible for the 24 X 7 X 365 protection of Commonwealth data. This protection is being provided via:

- Intrusion detection and vulnerability scanning;
- Antivirus and firewalls;
- Spam and web content filtering
- Centralized and automated software patching
- Secure remote network access
- Encrypted internal e-mail; and
- Intelligence and information sharing in collaboration with the FBI, Department of Homeland Security and others

Future plans call for improving security analysis and risk assessment; enhancing the security related to accessing data and networks; and increasing the emphasis on, and application of, security monitoring and compliance.

### IT INFRASTRUCTURE TRANSFORMATION AND MODERNIZATION

86 of the 89 agencies eligible have been "transformed"—the consolidation of information technology and its movement to a standards-based, common, reliable, agile and secure 21st century IT infrastructure. With 96% of the eligible agencies transformed, a "critical mass" was achieved that has enabled VITA, on behalf of the Commonwealth to "share" and leverage these IT services across the Commonwealth to improve citizen services and associated business processes.

### COMMONWEALTH IT INVESTMENT MANAGEMENT

VITA is continuing to establish and implement agency and Commonwealth level IT investment management (ITIM) processes that leverage infrastructure transformation, support enterprise systems development strategies, and foster collaboration in the acquisition and development of agency business applications.

Although a fundamental aspect of these ITIM processes is the agency-level IT strategic plan, which is required of each "in scope" agency, it was recently decided to "expand" this approach by developing an IT strategic plan at the secretariat level for the Health and Human Resources (HHR) secretariat. The primary motivation for this HHR IT plan was the need to coordinate multiple agencies within and outside of HHR in the planning, development and implementation of a multi-million dollar IT program comprised of multiple IT projects. The results: a strong secretariat-level strategic plan that provides a roadmap for all in the Secretariat to follow, as well as a cohesive team. This effort proved to be so successful that VITA is recommending rolling this process out to other Secretariats.

### SUPPLY CHAIN MANAGEMENT (SCM)

SCM continues to establish statewide contracts for use by all public bodies of the Commonwealth, supporting broad procurement initiatives such as SWaM and bringing efficiency and effectiveness to IT and Telecommunications contracts. Recent contract awards include: eGov solutions, IT research and advisory services, network equipment and audio and data conferencing services.

Going forward, SCM continues to work to employ best practices and tools and is working to establish contracts to support electronic health records, authentication services, data and long distance inter-exchange telecommunication services and IT contractors and consultants.

### ENTERPRISE AND COLLABORATIVE APPLICATION DEVELOPMENT

VITA is focused on overseeing the Commonwealth's efforts to modernize the planning, development, implementation, improvement, and retirement of Commonwealth applications, including the coordination and development of enterprise-wide or multi-agency applications.

1. VITA is committed to working with Executive Branch agencies in the identification and exploitation of enterprise, collaborative and agency business solutions which provide improved services and/or reduce expenses. VITA has adopted different supporting models to enhance the state of the Commonwealth's applications. These models include the use of a "lead agency" to spearhead enterprise and collaborative application technology solutions, and employment of "shared services" where multiple agencies collaborate to identify and develop value producing application technology solutions.
2. VITA currently supports one major enterprise application modernization efforts:
  - Health Information Technology/Medicaid Information Technology Architecture (HIT/MITA) Program. VITA is setting up Enterprise Data Management and Service Oriented Architecture services for the Department of Medical Assistance Services and other participating agencies.

### CUSTOMER RELATIONSHIP MANAGEMENT

Budget reductions of the last several years, coupled with financial projections for the next biennium, have increased interest in the potential

efficiencies and service improvements technology can support. Consequently, VITA must be prepared to work with its customers to explore and quickly put into operation the kinds of information technology products, services, tools and applications that provide such improvements, with near-term returns-on-investment, for agencies of all sizes and missions.

In response to, and in recognition of, this continuing challenge, VITA has undertaken a significant Customer Relationship Management (CRM) Program effort that will significantly increase its focus on customers. Specific goals and related objectives and measurements have been defined for this program and execution of the Program has begun. The overarching goals include:

- Establish VITA as a preferred partner
- Support VITA's mission and strategic goals through consistent, positive and effective communications
- Improve the customer experience for key customer interactions
- Position VITA as a strategic partner with customer agencies
- Improve the customer experience

## Information Technology

### IT SUMMARY AND CURRENT INVESTMENTS

VITA's current IT investments are focused on support of the agency's strategy, goals and plans for transforming its current asset optimized service delivery organization to one that is customer centric, service optimized.

VITA has been engaged in this internal transformational effort, called ReVITALization, for the past two years and it is expected that the effort will continue over the coming biennium (and beyond) as the agency prepares for the expiration of the contract for IT infrastructure services and what may follow. Significant investment in IT will be required to address long-standing needs, optimize internal processes and provide accountability and transparency to VITA customers.

The VITA internal transformation should also address ageing work force issues such as attracting younger employees to VITA, offering entry level positions, mentor programs, and subject matter expert knowledge transfer.

Trends identified in the Commonwealth Strategic Plan for technology will also impact VITA IT investments. These include the nexus of forces associated with Cloud Computing, Social Networking, Big Data and Mobility. As the central IT organization for the Commonwealth IT investments will be needed for innovation and research in how to best address these trends, and provide the appropriate services to customers.

Current technology priorities are associated with:

- Replacement of legacy financial systems,
- Support of effective IT governance,
- Establishment and support of a secure infrastructure environment,
- Implementation of a customer relationship management program and
- Support of improved service delivery.

### KEY CURRENT TECHNOLOGY NEEDS AND PLANS

1. IT Partnership Comprehensive Infrastructure Agreement (ITP CIA) Contract Expiration Planning
2. Telecommunications Expense (Management) & Billing Solution (TEBS)
3. Service Oriented Architecture (SOA) Central Governance and Expansion
4. Commonwealth Authentication Services (CAS)
5. Revitalization – Project to advance VITA from an asset optimized service delivery model to one that is customer centric and service optimized. There are several areas with potential IT investments:
  - Internal Planning, Resource and Portfolio Management
  - Customer Insight
  - VITA One Stop
  - Service Management
6. Technology Upgrades
7. Grants Management
8. Cloud Computing Strategy
9. Internal Asset Inventory
10. Commonwealth Technology Portfolio Upgrade

The current contract for IT Infrastructure services will expire in 2019. Preliminary planning has begun on the re-compete process. As the biennium progresses, additional funding may be required to provide the temporary staffing needed to support this significant effort.

Budget constraints imposed upon VITA as part of the overall Commonwealth budget planning process could significantly impact the ability to meet technology needs.

## Workforce Development

VITA is facing many of the same challenges as other employers, including rising retirements and a shrinking supply of younger workers. In addition, VITA, along with all of Virginia's government agencies, is forced to address revenue shortfalls through resources reductions, both human

and financial.

### **Aging Workforce**

The current average age of VITA employees is 52.0 years, 5.3 years older than the overall average state worker (46.7). VITA's average years of service are 15.4 years; over 3 more years than the State's average of 12 years. The average education level is 15.4 years. VITA's statistics in all these areas are not far out of line with the demographics for the entire state agency workforce which reflects an aging workforce throughout the Commonwealth.

### **Retirement**

Again, according to DHRM's June 30, 2014 report, approximately 52 VITA employees (20.6%) are eligible to retire immediately with full benefits. Approximately 95 employees (37.5%) are currently retirement-eligible in five years. The percentage of those within VITA eligible to retire is much higher than the State's averages: 20.6% versus 11.6% eligible to retire immediately; 37.5% versus 26.2% eligible to retire within five years respectively.

If these eligible employees do retire, VITA could experience a significant knowledge gap that most likely would impact its ability to deliver the products and services expected by our customers. Thus far, however, VITA's fiscal year 2014 retirement rate of 3.6% was felt primarily among its employees managed by Northrop Grumman. VITA is attempting to address this knowledge gap by providing educational opportunities to its current employees, as described in Workforce Development and Succession Planning below.

### **Turnover**

VITA's turnover rate of 5.9% in FY 2014 was the lowest rate ever experienced in the last five fiscal years. In FY13 the rate was 7.0%; 6.7% in FY12, 15.7% in FY11; and 15.8% in FY10. One striking fact regarding turnover is that VITA's turnover rate of employees with up to five years of services is significantly lower than the State's average; 13.3% versus 53.1%, respectively. In looking at exit interview feedback, many employees cite flexible work scheduling and teleworking as that aspect of their jobs which they will miss the most. Teleworking, anecdotally, is often mentioned as the best benefit VITA offers.

Regarding the turnover, it is hoped, but not anticipated, that turnover will remain low. With an improvement in the economy, it is expected that employees will seek increases in compensation which, since working with the State, had not occurred since 2007, except for a 2% increase in 2013.

### **Recruitment**

VITA conducted 14 recruitments in fiscal year 2014 as opposed to 25 in fiscal year 2012. For fiscal year 2015, classified recruitments are anticipated to remain low due to budget restrictions. This is in spite of the introduction of new products and services and the need to begin preparing for the renegotiation of the Information Technology (IT) Infrastructure Services contract. Where critical staffing is needed, VITA will need to hire contractors to meet growing needs.

In the past two years, VITA has been increasing and improving upon its summer intern program. Last year VITA worked with higher education institutions and had six interns for the summer. The internships were very successful. This year VITA hired 12 interns. Two of them have gone on to fill regular P-14 positions.

Hiring contractors has ebbed and flowed. In FY 14, VITA had 36 contractors; 54 in FY 13, and 31 in FY 12. This fluctuation is due to the short-term need for experienced persons to implement program plans for the new services being offered as well as the inability to timely hire classified employees. Several contractors have worked for the agency on an on-going basis, due not only to the nature of the work, but also the inability to bring on full-time classified employees.

To ensure that VITA is able to recruit the right people, it has used and will continue to do so, the tools DHRM provides for exceptional recruitment and retention incentive options as appropriate. These include sign-on bonuses, retention bonuses, project-based incentives, compensatory leave, annual leave, and payments for referrals.

### **Workforce Development and Succession Planning**

VITA does not have a formal succession plan. However, whenever a position has become vacant, it has been analyzed to determine whether it was appropriate to fill with a like-person, or to use the vacancy to further address future needs identified by the agency. To date, gap analyses have been conducted on an informal basis, as well. Unfortunately, there are many positions within the agency that are only one deep. To help alleviate the potential brain drain, VITA has begun a vigorous program of documenting its processes so that they will be available should an employee's work need to be taken over by another.

VITA has begun taking a more formalized approach to workforce development and succession planning. HR maintains a skills inventory of all the employees in the retained organization. Employees have over 30 certifications, as well as more than 200 KSA's, on which they can rate their proficiency level from "Basic" to "Trainer – capable of or experienced in training others in use and application." From this skills inventory, we have begun identifying employees' strengths and knowledge, as well as where additional training might be needed. Employees are requested to update their skills profiles annually at the beginning of each performance management cycle.

To enhance the ability to provide meaningful training and development for our employees, VITA has purchased a technical training suite from SkillsSoft. This suite contains thousands of current on-line and audio books, courses, simulations, test/prep exams and job aids. Topics included are: Business Analysis, Finance and Accounting, Human Resources, Management and Leadership, Project Management, and Technology in Business, just to name a few. For 2015, we have added 4000 leadership videos as well as access to live training events.

For the performance management cycle of 2014 to 2015, managers will be asked to continue to incorporate development needs for their

employees and identify SkillSort or DHRM Knowledge Center programs to address some of these needs. Employees also will be asked to fashion their performance plans to address the agency's overall strategic plan and workplan objectives. HR will also continue to identify outside training opportunities.

HR has developed a Leadership Development Program (LDP) to address the potential brain drain, particularly in our management ranks. The Executive and Senior Management LDP and the Middle Management LDP provide participants with extensive leadership training as well as an in-depth understanding of the agency, state government and their own strengths and developmental areas from which to develop individual learning plans.

**Actions Plans for fiscal year 2015**

HR hopes to implement additional electronic, human resources, process flows for such things as onboarding, badging, providing emergency information, etc. During the year it is most likely that VITA will adopt the Department of Personnel and Training's Time and Leave system (TAL).

HR will continue its skills assessment and continue identifying developmental strategies for its employees. The ultimate goal is to have an agency training plan for all of its employees.

**Physical Plant**

VITA's primary office facilities are located at the Commonwealth Enterprise Solutions Center (CESC), 11751 Meadowville Lane, Chester, VA. 23836.

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