Push/Pull Teams

Push Teams: Individuals within an agency who understand the unique technology and business issues of their agency in making the transition to centralization. Their role is to educate the central organization and to advocate for the interests of their own agency.

A push team exists until the agency giving up its IT is in a steady state after the transfer. A push team will reach the peak of its activity as the infrastructure of the team's agency is rolled over into the central organization.

Pull Teams: Individuals who are, or will be, in the end-state organization. They learn about the unique issues of each agency from the push teams and take the information into consideration in finalizing the consolidation process and the end-state design.

The primary deliverable for the technical pull team will be determining the order of rollover or when each agency or specified service or function will be moved to the central agency.

Push/Pull Team Functionality

Push team reports are submitted to the project team when completed. The recommendations of each push team should be completed in 60 days, though more-complicated issues and data collection activities may require more time.

The pull teams will sort the information by issue to determine what actions are required. Resource allocation decisions are made by the project manager and CTO.
The pull team will make recommendations for:

- What the end-state design of the infrastructure will be
- What the end-state design of the new central organization will be
- What the sequencing of the rollover will be from the agencies to the central organization
- Where funding will come from
- Where people will come from and what should happen to those not selected
- What skills must be acquired
- What contractual resources will be retained or acquired

The rollover process is serial, however, many supporting activities are concurrent. While the push/pull teams for the first agency are involved in their rollover, the push/pull teams for subsequent agencies are preparing for theirs.

Examples of Push/Pull Team Responsibilities

Issue	Push Team Responsibility	Pull Team Responsibility
Funding	• Identifying established IT funding and budgets • Locating the money • Determining how much is available	• Aligning the money in the new environment • Allocating established funding to the consolidation project itself

	• Identifying grants and transfers from other governments, and the rules governing their use	
Personnel	• Identifying who is performing IT work, including internal personnel and contractors • Determining who is doing IT but not funded by IT • Determining who supports infrastructure vs. who supports unique agency needs • Identifying the implications of transferring specific personnel • Identifying the implications of not transferring specific personnel • Determining the current skill inventory • Identifying legacy capabilities in the department	• Determining how to organize the central department • Determining needed skills (additions and subtractions from what is available) • Identifying processes and rules for addressing reductions in the force • Determining the timing of individual transfers • Creating job descriptions
Procurement	• Determining who makes procurement decisions • Determining who manages the procurement process • Determining how decisions are made with the agency	• Determining where procurement decisions will be made • Identifying the decision-making process • Determining who will make the decisions
Contracts	• Inventorying IT contracts for hardware, software, services and networks	• Evaluating needed established contracts • Determining what new contracts are needed • Determining what contracts are not needed • Developing a contract consolidation strategy • Identifying contract renegotiation opportunities
Governance	• Identifying agency decision makers for IT issues and the approval process	• Determining how future investment decisions will be made • Determining how the central organization communicates with customers and gets decisions made for IT investments

Service-level Agreements	• Determining performance levels	• Creating a process for and setting new performance levels • Setting customer service expectations
Rates	• Determining the cost of IT services for each agency and how the charges are calculated	• Creating a new rate algorithm and internal budget process
Infrastructure	• Identifying the facilities IT uses • Determining what equipment the agency owns, leases or possesses • Determining what equipment is unique to the mission of that agency to support unique, mission-critical applications	• Determining what facilities are needed • Identifying what can be disposed of and who gets the proceeds • Determining what equipment is needed • Determining what equipment can be disposed of • Developing a strategy for physically moving equipment from one location to another • Deciding how security will be addressed
Business Relationship Management	• How do departments currently determine what its IT investment priorities are? • Who leads innovation within each department?	• Maintaining a strategic working relationship between DIS and all customer departments • Address technical needs, but also identify opportunities for business process improvement and digital innovation