

**Table 11.23**  
**OUTSOURCING STATE INFORMATION TECHNOLOGY (IT) FUNCTIONS: 1999**

<i>Typical Outsourced IT Functions</i>	
Programming	AL, AK, AZ, AR, CA, CO, CT, DE, FL, GA, HI, ID, IL, IN, IA, KS, KY, ME, MD, MA, MI, MN, MS, MO, MT, NV, NH, NJ, NM, NY, NC, ND, OH, PA, PR, RI, SC, SD, TN, TX, UT, VA, WA, WV, WI
Systems Analyst	AL, AK, CA, CO, CT, DE, GA, HI, ID, IL, IN, IA, KS, KY, ME, MI, MN, MO, MT, NV, NH, NM, NY, NC, ND, OH, PA, TN, TX, UT, VA, WA, WV
Database Administration	CA, CT, DE, FL, HI, ID, IN, KY, ME, MD, MA, MI, MN, MO, MT, NH, NM, NY, PA, PR, RI, TN, TX, VA, WI
Web Page/Internet Administration	AZ, CA, CT, DE, FL, ID, IN, ME, MD, MI, MT, NV, NH, NJ, NM, NY, ND, PA, PR, TN, TX, UT, VA
None	LA, DC
<i>Percentage of IT Staff Outsourced During Fiscal Year 1998/99:</i>	
Less than 5 percent	HI, KS, ME, NH, PA, SC, DC
6 percent to 10 percent	AK, AR, CT, MS, NM, ND, SD, WA, WV
11 percent to 15 percent	CO, ID, IL, MA, MN, MT, NJ, NC, TN, UT, VA
16 percent to 20 percent	KY, NY, RI
More than 20 percent	AL, AZ, GA, IN, MI, MO, NV, PR, WY
Our state does not outsource IT personnel	DE
<i>Duration of Outsourced IT Functions</i>	
Short-term (less than 6 months)	AL, AK, AZ, AR, CA, CT, DE, FL, GA, HI, ID, IL, IN, IA, KS, ME, MA, MN, MS, MO, MT, NV, NH, NJ, NM, NY, NC, OH, OR, PA, PR, RI, SC, TN, TX, UT, VA, WA, WV, WI
Long-term (longer than 6 months)	AL, AZ, CA, CO, CT, DE, FL, GA, ID, IL, IN, IA, ME, MD, MA, MI, MN, MS, MO, MT, NV, NH, NJ, NM, NY, NC, ND, OH, OR, PA, PR, RI, SD, TN, TX, UT, VA, WV, WI
Project specific (Length determined by project schedule/needs)	AL, AR, CA, CO, CT, DE, FL, GA, ID, IL, IN, KY, ME, MD, MA, MI, MN, MS, MO, MT, NV, NH, NJ, NM, NY, NC, ND, OH, PA, RI, SC, TN, TX, UT, VA, WA, DC, WV, WI, WY

*Source:* The Council of State Governments in conjunction with the National Association of State Information Resource Executives, National Association of State Personnel Executives, National Association of State Telecommunications Directors, and the National Association of State Chief Administrators. This table was compiled from information in *Recruitment and Retention of Technical Employees in State Government*.