

Financial Management Advisory Council

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Agency Consolidations: Lessons Learned

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Background

- Governor's Reform agenda for the 2011-13 Biennium
 - ✧ Consolidate Central Service Activities
 - n Department of Enterprise Services
 - n Consolidated Technology Services
 - ✧ Office of Civil Rights
 - ✧ Office of the Forecast Councils
 - ✧ Natural Resource Agencies Consolidation
 - ✧ Boards and Commissions
 - ✧ Small Agency To SACS

Background



Governor's Vision for DES:

- .. "Implement a customer focused organization that provides valued products and services to state government and state residents."
- .. "Create a one-stop shop that provides critical operational services."

CURRENT HOME AGENCY (UNTIL 10/1/2011)

NEW HOME AGENCY (AS OF 10/1/2011)

	Office of Financial Management	Dept. of Personnel	Dept. of Information Services	General Administration	Dept. of Printing
Dept. of Enterprise Services Centralizes services to other agencies	<ul style="list-style-type: none"> • Small agency budget & acct. • Risk Mgmt. • Contracts • Statewide financial systems 	<ul style="list-style-type: none"> • Recruitment • Employee assistance • HRMS • Small Agency HR • Workforce Training 	<ul style="list-style-type: none"> • Web Services • Procurement & leasing • "Back office" Administration • Communications 	<ul style="list-style-type: none"> • Facilities & grounds • Cons. Mail Svc. • Motor pool • Surplus mats. • State properties • Eng. & Arch. Svcs. • Procurement & contracts. • State Bldg. Code 	<ul style="list-style-type: none"> • Printing • Procurement & leasing • Purchasing
Consolidated Technology Services Provides "utility" computing services			<ul style="list-style-type: none"> • State Data Center • Mainframe computing • Network ops & telecomm. • Email/Shared Svcs. • IT Security • Storage 		
Office of Financial Management Centralizes statewide operational policy	<ul style="list-style-type: none"> • Budget • Policy • Forecasting • Labor Relations • Statewide Accounting 	<ul style="list-style-type: none"> • State HR Director • HR Policy • Classification & Compensation • Personnel Resources Board • Workforce Diversity 	<ul style="list-style-type: none"> • Office of the Chief Information Officer (OCIO) • State IT Policy & Oversight • State Data Center Migration Plan • Enterprise Architecture 		

Lessons

- Preparation: what you can do—and can't really do
- Loss and letting go
- Now what do I hang on to?
- Treading water in the fog—the good, the bad
- Hurry up, but wait for me!
- Forensic accounting and faith-based budgeting
- What's harder: All change? Little change?

Lessons

- Marathon effect
- How can I help?
- Hungry for signs of leadership (and who takes care of the copier?)
- Frame out your story of change, quarter by quarter
- Building a mission, an imperative and a culture

Department of Enterprise Services

2012/13—2014/15 Strategic Clarity

DES STRATEGIC ANCHORS

VISION: We enable government to best serve the people of Washington.

MISSION: To deliver innovative business solutions and services to meet the needs of those we serve.

OUR UNIQUE VALUE: We deliver innovative, responsive, cost-effective and integrated services that our customers need. *"What you need. How you need it. When you need it."*

OUR CUSTOMERS FEEL: Reassured, Confident, Encouraged, Respected, Satisfied, Successful. *"We've got your back."*

DES VALUES

Openness

We communicate honestly and respectfully with our customers and coworkers to promote understanding and productivity.

Integrity

We act consistently with honesty, fairness, accountability and the highest ethical standards.

Collaboration

We work inclusively with each other and with those we serve to achieve our goals.

Respect

We treat our customers and coworkers with professionalism, courtesy and respect.

Excellence

We exemplify teamwork, commitment and responsiveness in the pursuit of excellence in providing our services.

Innovation

We encourage informed and creative risk-taking in developing solutions that benefit those we serve.

DES GOALS

1

Ensure a successful consolidation where employees feel engaged and supported.

2

Deliver exceptional services.

3

Reduce the overall cost of government operations.

4

Set a standard for Continuous Improvement.

Building on the promise of DES

- Procurement reform
- Streamlining rates and the central service billing approach
- Enterprise system improvements
- Efficiencies and service improvements

Questions?

