Welcome to the Ohio Department of Administrative Services

We Are Ohio DAS
Service. Support. Solutions

2014 All Hands Meeting
Thursday, December 11, 2014
2014
DAS ALL HANDS MEETING

Thursday, Dec. 11
9:30 a.m.
Capitol Theatre
Riffe Center
Columbus, Ohio

We Are
OhioDAS
Services - Support - Solutions

OhioDAS
Department of Administration Services

AGENDA

Welcome
Accomplishments and Plans
Director Robert Blair

Procurement Reform
Michael Buerger, Office of Lean Ohio

MBE Program: 15% in 2015
Todd McConigle, Equal Opportunity Division

HRD Highlights
Kevin Milstead, Human Resources Division

IT Optimization
Stu Davis, Chief Information Officer

Our Customers
David Payne, Chief of Staff

Our Operations
Eric Harrell, Chief of Operations

Our Workforce
Stephanie Louca, Chief of Human Resources

Our Results
Director Blair

Refreshments courtesy of the DAS Senior Leadership Team.
Accomplishments
IT Optimization – Operating Costs

Annual Trend Pre Optimization
- Hardware Purchases: 4.7% per year
- Hardware Repairs/Maint: 4.3% per year
- Mainframe: 5.9% per year
- Software: 28.8% per year
- Software Repairs/Maint: 23.9% per year

Benefits/Costs Savings FY14
- Head count (Infra): $11.94M
- 116 FTEs/FY14
- Hardware Purchases: $8.60M
- Hardware Repairs/Maint: $13.16M
- Mainframe: $10.30M
- Software: $2.80M
- Software Repairs/Maint: $6.50M
- Total: $53.40M

Cumulative Running Savings Forecast
FY14: $53.4M
FY15: $149.3M
FY16: $269.4M
FY17: $421.9M
FY18: $507.4M
FY19: $525.7M
FY20: $1,077.2M

Savings Over Status-Quo
- Pre-Optimization Trend
- Optimization
- Actual
- Forecast Savings

OhioDAS
• Met their 15% goal:
  – 17 of 24 agencies
  – 41 of 50 boards
State Payroll – Fiscal Year 2014

• Payroll
  – 1,369,863 paychecks
  – Total: $4.2 billion

• Delivery rate:
  – Positive delivery rate: 99.78%
  – Re-issued only 3,001 paychecks
  – Error rate: 0.22%
  – Sigma level: 4.35
IT Security and Privacy

Every 24 hours:
• An average of 5.1 million attempts by intruders are detected and prevented by our state security systems
Workforce Mediation program

- For state employees
- To address workplace internal conflicts
- Fast, fair and informal
- Statewide implementation – first quarter 2015
Trainings

- Barbara Warner
  Workplace Domestic Violence
- Equal Employment Opportunity
- Ethics
- Securing the Human
Business Continuity Program

- New DAS service
- Tool for agency planning
- Uniform standards
- DAS and JFS: pilot agencies
- Soft Launch: early 2015
November 24, 2014
high winds
Ohio Marketplace

- 22 agencies
- 12,000 purchases
- 112 suppliers
- $20.5 million
OH Grievance system

• Simplifies the grievance process
• By Dec. 15:
  – Accessible to 34,000 state employees represented by bargaining units
MARCS in Schools
Ohio’s state agencies will process purchase orders 77% faster on commodity purchases.

Minority businesses will get faster access to state procurement opportunities.

State printing customers will get fast and accurate billing with every print job.
Real Estate Services

- Sold $23 million in idle real estate
- Formerly owned by agencies, colleges and universities
General Services Division

$9 million in savings

Efficiency improvements
- Tenant use
- Parking
- Vehicle liability
- Fleet
- Mail
- Printing
Online W-2 Statements

- 45% of state employees elected online receipt
- $50,000 in printing and mailing costs
Our Mission

To provide quality service, specialized support and innovative solutions for the effective operation of Ohio government.
DAS Goals - 2015

• Improve DAS culture, teamwork and communications
• Provide administrative functions and customer service
• Enhance processes and eliminate red tape
• Cut costs and invest in Ohio’s economy and future
Alignment

Agency goals
Division goals
Office goals
Employee goals

OhioDAS
Our Plan - 2015

• Improve our customers’ experiences
• Enhance our workplace environments
• Proactively and effectively communicate
• Focus on workforce performance and growth
• Make improvements that enhance services
• Strengthen standards for project success
Communication

• We communicate with key audiences:
  – *Internal*: DAS divisions, programs, colleagues
  – *External*: Other agencies, all state employees
  – Our audiences range: 90 to 2 million people

• Our effective communication should be:
  – Accountable, accurate, timely
  – Integrated throughout DAS
  – Following the DAS brand:
    ✓ We are “one DAS”
    ✓ “Service, Support & Solutions”

• Together our communications can help us to:
  – Establish effective partnerships, relationships
  – Provide clarity about our work, accomplishments
  – Achieve our mission
2014 DAS All Hands Meeting

Michael Buerger
Systems Improvement Consultant
Lean Ohio
Improving Procurement in the State

• Combined effort of 21 agencies
• 11 multi-agency workgroups
• 27 central offices
  – 19 are within DAS
Procurement Reform Workgroups Timeline

Improvement opportunity identified & open forum with Gov’s Office - July, 2014

4 workgroups formed to review improvement opportunities - August, 2014
Templates Workgroup

- Developed standardized bid templates
  - General Goods & Services
  - Professional Services
  - IT
  - Tenant Improvements

➢ Current Status: General Goods & Services templates rolled out
Thresholds Workgroup

- Analysis of current purchasing thresholds
  - Controlling Board
  - Direct Purchase
  - P card (OBM)
  - Others?

➢ Current Status: Legislative thresholds recommendation submitted; non-legislative next
Training Workgroup

- Develop standard, enterprise-wide training that overviews how to practice procurement

➢ Current Status: Starter Kit Deployed
Portal Workgroup

• Develop new Procurement website, which will include functionality that incorporates what stakeholders need

➤ Current Status: Functional requirements to OIT
Procurement Reform Workgroups Timeline

- **Improvement opportunity identified & open forum with Gov’s Office**
  - July, 2014

- **4 workgroups formed to review improvement opportunities**
  - August, 2014

- **2nd Open forum with Gov’s Office**
  - August, 2014

- **1st round of workgroup deliverables due**
  - Dec, 2014

- **Implementation with OAKS 9.2**
  - July, 2015
OAKS FIN 9.2 Upgrade

- Upgrade existing modules from version 8.8 to 9.2
- Optimizing procure-to-pay process
  - Electronic PO dispatch
  - Electronic forms
  - Enabling Pcard as a payment method in OAKS
  - Workflow email notifications
  - Mobile approvals
  - Increased vendor self-service
Ohio Marketplace

- Easy-to-use online shopping experience
- Product and price comparison capability
- Quickly identify certified MBE vendors
- Ability to facilitate P-card transactions
- Reusable shopping carts for repeat purchases
- Accurate product and account codes
- Integration with OAKS
Online Resources

- Procure.ohio.gov
- Lean.ohio.gov
Recap:

Procurement changes coming

- Enterprise-wide training
- Incorporate best practices
- User-friendly website
- OAKS FIN 9.2 upgrade
- LeanOhio partnerships
- Ohio Marketplace
2014 DAS All Hands Meeting

Todd McGonigle
EEO Contract / Program Manager
Equal Opportunity Division
Pledge

• "Gov. Kasich ... committed to small and minority-owned businesses because it's the right thing to do” ...

• “This support goes back to his time in the Ohio Senate when, in 1980, he voted for the state's original minority business set-aside law.”

(The Plain Dealer)
Commitment

• Gov. Kasich … strongly committed to providing development opportunities for companies certified to participate in MBE program.
• MBE program … designed to facilitate and support growth of minority businesses in Ohio.
• Minority business success … plays an integral role in determining Ohio’s fiscal health.
• Administration’s focus … ACHIEVE and SURPASS 15% Set-Aside Goal for FY2015.
Purpose

• Increase capacity of small and minority businesses to grow and become competitive with larger, established businesses.

• Remove effects of barriers that may be adversely affecting the formation, growth, and participation of small and minority businesses.

• To make this happen we need everyone’s efforts!
Support

Governor Kasich supports you when he says:

“...let’s do our part to make sure that no one is left behind, especially our minority communities. One way we can do this is by making sure the state keeps its commitments to minority business enterprises. Too often we’ve seen state simply ignore its obligations to treat our neighbors as ourselves. That’s not acceptable. Our Administration is working hard so that we can give people the solid chance they deserve. It’s not easy and it won’t happen overnight, but it’s the right thing to do.”

(Washington Times)
Implementation

When you make purchases through Ohio’s minority businesses you...

- Foster minority business growth
- Stimulate the economy
- Create vendor diversity
- Support families
- Create employment
- Increase the supplier base
- Improve economic sustainability of local regions
- Make Ohioans more prosperous
- Support DAS’ goal to “Cut costs and invest in Ohio’s economy and future.”
Results

• GSD/Procurement Services
  ▪ Record Number of MBE Contract Awards FY2014
    ✔ Tops $70 million

• State agencies set record purchase with MBE FY2014 of $165,435,894 (14.23%)

• FY2015 is going to be better, so remember …
Motto
Fiscal Year 2015 - “15 in 15”!!
Recap: EOD

- 15% MBE set asides
  - Gov. Kasich supports
  - “Right thing to do”
- Purchasing from MBEs:
  - Stimulates economy
  - Creates diversity
  - Adds jobs
- 2014: Record year
- 2015 will be better
- 15 in 15!
2014 DAS All Hands Meeting

Kevin Milstead
Deputy Director
Human Resources Division
Customer Focused

- Vision
- Customers
- Responsive
Customer Service

- Employee engagement
- Take Charge! Live Well!
- Total Rewards website
- Learning opportunities
Employee Self-Service

• December conversion
• Direct Deposit
• Online W-2
Recap: HRD-Employee Lifestyle

- Recruitment
- Engagement
- Targeted training
  - Leaders
  - Staff
- Bargaining
- OHGrievance
DAS Mission Statement

DAS Mission – to Provide:
- Service,
- Support and
- Solutions

that improve state government in Ohio

DAS OIT Culture – building an environment around:
- Accountability and responsibility
- Customer service orientation
- Business engagement and business relationship management
- Business requirements and business level objectives
IT Optimization Strategic Actions

December 2010 IT Statement of Direction
- State IT Landscape
- Opportunities for Smart Consolidation
- Challenges (legacy systems, culture, aging workforce, etc.)

January 2012 IT Strategic Plan
- Goals for IT Optimization
  - Increase Efficiency
  - Improve Service
  - Reduce Complexity
  - Realize Savings
- Approach
  - Application based IT Planning
  - Infrastructure Consolidation
  - Infrastructure Consolidation
  - OAKS Adoption
  - OHT/HHS Partnership
  - OBG Modernization

December 2012 IT Transformation Plan
- Transition to Enterprise IT

- PLAN THE WORK... WORK THE PLAN
IT Optimization Accomplishments

• Enterprise e-mail
• Voice over IP (VoIP)
• SOCC Remediation
• Ohio Private Cloud
• Security
• Ohio Benefits Integrated Eligibility
• OAKS
• Desktop/Productivity
• MARCS
• Ohio One Network

“It doesn’t matter where you are coming from. All that matters is where you are going.”

~ Brian Tracy
Development and Future Work

DAS OIT Culture – building an environment around:

- Accountability and responsibility
- Customer service orientation
- Business engagement and business relationship management
- Business requirements and business level objectives

Organizational alignment

- OIT Functional Alignment
  - Business Office
  - Governance/Chief Technology Officer
  - Enterprise Shared Solutions
  - Enterprise Data Center Services/Chief Operating Officer
  - Information Security & Privacy/Chief Information Security Officer

- Executive Strategy Development
  - Technology Board
  - Investment Board
Benefits/Costs Savings FY14

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Operating IT Costs

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Together, we are doing great things!

People We Most Enjoy Working With

- Get Stuff Done
- Know How to Have Fun
- Dream Big
Office 365 Migration

- DAS e-Mail Migration this Weekend
- D-Day - Monday, December 15th
- Planning on a seamless transition
- Preparing for not so seamless
  - Folks on the floor for assistance
  - Phone numbers to call for support
- Mobile devices will need to be set-up
- Let us know
“Far and away the best prize that life offers is the chance to work hard at work worth doing”

~ Theodore Roosevelt
Recap: IT Optimization

- Increasing efficiency
- Reducing complexity
- Realizing savings
- Leveraging assets
  - MARCS
  - Broadband implementation
- Data security
2014 DAS All Hands Meeting

David Payne
Chief of Staff
2014 Customer Satisfaction Survey

- Eight questions:
  - Expectations met
  - Level of satisfaction
  - Responsiveness
  - Timeliness
  - Customer service
  - Quality of the service
  - Value of the service
  - Importance of the service
2014 Customer Satisfaction Survey

• Highlights:
  – Survey sent to 8,190 customers
  – 2,620 customers completed the survey
  – Response rate of 32.4 percent
  – 57 agencies represented
Which of the following best describes your current position?

- Bargaining Unit Employee: 36%
- Exempt Employee: 31%
- Front Line Supervisor: 9%
- Middle Manager: 6%
- Senior Management: 3%
- Director: 3%
How often during State Fiscal Year 2014 did you request/receive services from DAS?

- 1 - 10 times: 58%
- 11 - 20 times: 18%
- 21 - 30 times: 8%
- 31 or more times: 16%
How satisfied were you with the services you received from DAS?

Overall Rating: 3.81 of 5.00

- Extremely Dissatisfied: 18%
- Dissatisfied: 12%
- Neutral: 234
- Satisfied: 675
- Extremely Satisfied: 606
Did DAS deliver services on time?

- Yes: 70%, 1207 respondents
- No: 14%, 242 respondents
- Unknown: 16%, 271 respondents
How responsive was DAS?

Overall Rating: 3.91 of 5.00

11% Extremely Unresponsive
17% Unresponsive
309 Neutral
721 Responsive
605 Extremely Responsive

Overall Rating: 3.91 of 5.00
How would you rate the customer service provided by DAS?

Overall Rating: 3.87 of 5.00
How would you rate the overall quality of service provided by DAS?

Overall Rating: 3.84 of 5.00

- Very Poor: 67 (16%)
- Poor: 223 (17%)
- Acceptable: 311 (67%)
- Good: 550 (67%)
- Very Good: 681 (67%)
How do you rate the value of services received relative to the price paid?

Overall Rating: 3.57 of 5.00

- Very Poor: 94 (21%)
- Poor: 187 (42%)
- Acceptable: 256 (19%)
- Good: 322 (60%)
- Very Good: 472 (60%)
How important are DAS’ services to you?

Overall Rating: 3.99 of 5.00

- 77% Very Important
- 20% Important
- 3% Slightly Unimportant
- 3% Unimportant

18 Unimportant
40 Slightly Unimportant
368 Important
894 Very Important
523 Critical
Overall Comparison

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Satisfaction</th>
<th>Quality</th>
<th>Customer Service</th>
<th>Responsiveness</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>3.56</td>
<td>3.84</td>
<td>3.83</td>
<td>3.87</td>
<td>3.92</td>
<td>3.87</td>
</tr>
<tr>
<td>2014</td>
<td>3.57</td>
<td>3.81</td>
<td>3.84</td>
<td>3.87</td>
<td>3.91</td>
<td>3.99</td>
</tr>
</tbody>
</table>

Overall Comparison: 3.81 2013, 3.83 2014
Our strengths and opportunities

• Strengths:
  – Responsiveness 3.91
  – Customer Service 3.87

• Opportunities:
  – Value 3.57
Value

Value =
- Customer Service
- Communication
- Time
- Accuracy
- Quality
- Cost
- Support
- Other …

“Price is what you pay.
Value is what you get.”

- Warren Buffett
Value

• How much it costs.
• The quality of what I’m buying.
• When I can get it.
• Accuracy of my order.
• How you treat me as a customer.
Seven Rules of Customer Service

1. Answer the phone.
2. Don’t make promises unless you can keep them.
3. Listen to our customers.
4. Deal with complaints.
5. Be helpful – even if there is no immediate profit in it.
6. Take the extra step.
7. Train employees to be helpful, courteous and knowledgeable.
Customer Service Training

• Objectives:
  – A start-to-end positive customer experience
  – Enhance current skills
  – Share tips and tools

• Status:
  – Training course – in development
  – Enrollment – early 2015
Always give people more than what they expect to get.

- my dad
Recap: Customer Service Takeaways

- Value
  - Quality
  - Cost
  - Accuracy
  - Courtesy
  - Support
- Seven Rules
- Exceed expectations
- Staff training in 2015
2014 DAS All Hands Meeting

Eric Harrell
Chief of Operations
Our Operations

- Our Processes
- Our Projects
- Our Environment
Our Operations

- By listening to our customers, agencies & DAS offices.
- Great job!
  - Office of Properties and Facilities
  - Office of Risk Management
  - Office of Fleet Management
  - Office of Printing and Mail Management

$9 million in savings
Project Standards Committee

Goal: Increase project success
– Standard approach to manage our projects:
  • Planning
  • Designing
  • Implementing
  • Monitoring
Value

Value =
- Customer Service
- Communication
- Time
- Accuracy
- Quality
- Cost
- Support
- Other ...
Training:
• Immediate impact
• Available to all DAS employees

Coming Spring 2015
Poka Yoke – mistake proofing
Equal Opportunity Division

MBE & EDGE Certification Process

Before: 90 days

Today: 19 days
Let’s focus …

• Our work environments
• Our operations
• Our value
DAS Happiness At Work Survey
Who responded to this survey?

- Professional: 48%
- Support: 15%
- Mid-level manager: 20%
- Upper-level executive: 7%
- Supervisor: 10%
Division response

- OIT: 34%
- GSD: 24%
- ASD: 17%
- HRD: 18%
- OCB: 4%
- EOD: 3%
Our level of expertise

- Expert: 34%
- Proficient: 50%
- Competent: 13%
- Beginner: 3%
Quality of our work

- Excellent: 35%
- Fully-acceptable: 56%
- Acceptable: 9%
Team DAS

• Capable team of experts
• Can tackle complicated situations
• Deliver quality results
• We are one DAS
“Keep taking on the impossible tasks, keep tossing aside the status quo and keep shaking things up. If we do, we’ll create the stronger, better Ohio that we all want.”

Governor John R. Kasich
Recap: Operations

- We’re listening
- Project success
- Value
- LeanOhio training
- Let’s focus
- Deliver quality results
What is employee engagement and satisfaction?

- Employee engagement is the emotional commitment the employee has to an organization and it’s goals.

- When employees care and are engaged, they use discretionary effort.
Why is it important?

Engaged employees have:

- Increases in level of service, quality, and productivity.
- Strong employee/manager/co-worker relationships.
- Higher standards of personal accountability.
- Higher levels of innovation.
- An overall sense of well-being.
What drives employee engagement

1. Organizational commitment – the attachment an employee has to the organization.
2. Service commitment – shared attitude of meeting customer needs.
3. Work & career commitment – importance of individual work and the commitment to career development.
4. Job satisfaction – the direct impact of the day to day work you do.
DAS Happiness At Work Survey
How happy are you at work?

- **Extremely Happy**: 15%
- **Pretty Happy**: 50%
- **Slightly Happy**: 7%
- **Neutral**: 8%
- **Slightly unhappy**: 5%
- **Pretty Unhappy**: 10%
- **Extremely Unhappy**: 5%
How happy are you personally?

- Extremely happy, 46%
- Pretty happy, 45%
- Slightly happy, 2%
- Neutral, 1%
- Slightly unhappy, 3%
- Pretty unhappy, 2%
- Extrememly unhappy, 2%
Job satisfaction

<table>
<thead>
<tr>
<th>Most Satisfied with...</th>
<th>Least Satisfied with...</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Nature of the work you perform</td>
<td>1. Mentoring</td>
</tr>
<tr>
<td>2. Relationships with your peers</td>
<td>2. Advancement and promotion opportunities</td>
</tr>
<tr>
<td>3. Your benefits</td>
<td>3. Communication within the organization</td>
</tr>
<tr>
<td>4. Relationship with your supervisor</td>
<td>4. Your pay</td>
</tr>
<tr>
<td>5. Level of challenge</td>
<td>5. Alternative work arrangements</td>
</tr>
</tbody>
</table>
How do we increase engagement and satisfaction?

**Managers**
- Communicate clear goals and expectations
- Create a strong and positive team environment
- Share information
- Endorse employee feedback
- Take an active role in your employees success and development
- Take a personal interest in employees

**Employees**
- Provide honest feedback about goals and expectations to your managers
- Commit to being a team player
- Celebrate team achievements
- Collaborate on problem solving
- Take a personal interest in fellow team members
How is DAS committed to improving happiness at work?

• Lead Ohio - In depth training for all levels of managers across the board
• Performance evaluations for all employees
• Ongoing webinars to offer further analysis of the survey results
• Engagement Committee
• Review and revise agency policies based on comments
• Review current staffing assignments to ensure better allotment of staff time
Recap: Employee Happiness

- Job satisfaction
- Happiness survey-results
- Upcoming DAS initiatives:
  - Lead Ohio training
  - Performance evaluations
  - Engagement committee
  - Webinar
  - Update agency policies
What gets measured gets managed.

- Peter Drucker
DAS Measures

- Technology
- Customers
- Workplace
- Communication
- Performance
- Improvements
- Projects/Initiatives
Our Efforts

• Focus on aligning your goals
• Self-monitor your progress
• Strengthen your office cultures
• Put your customer service training to work
• Use your Lean Foundations skills for good
• Believe that we are the difference
• Believe in the importance of your job
Our Mission

To provide quality service, specialized support and innovative solutions for the effective operation of Ohio government.
DAS Goals - 2015

• Improve DAS culture, teamwork and communications

• Provide administrative functions and customer service

• Enhance processes and eliminate red tape

• Cut costs and invest in Ohio’s economy and future
Our Action Plan - 2015

• Improve our customers’ experiences
• Enhance our workplace environments
• Proactively and effectively communicate
• Align workforce performance and growth
• Make improvements that enhance services
• Strengthen standards for project success
Results of our meeting

• Celebrated select accomplishments
• Shared plans for 2015:
  – Focus on our big priorities and initiatives
  – Focus on making our great services even greater
  – Focus on our value for customers
  – Make our workplaces the best they can be
  – Watch for:
    • Happiness at Work Survey webinar announcement
    • Customer Service training announcement
    • Lean training announcement
  – Communicate with customers and with one another
Happy Holidays!
Thanks for coming!