

# DEPARTMENT OF ADMINISTRATIVE SERVICES



**STRATEGIC PLAN  
2008 – 2011**

# Department of Administrative Services 2008 - 2011 Strategic Plan

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### Strategic Goals

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# Department of Administrative Services 2008 - 2011 Strategic Plan

## Guiding Statements

### Our Mission

Partner with customers to serve the citizens of Iowa by providing value-added support services.

### Our Motto

Government's partner in achieving results.

### Our Vision

Government's partner in achieving results.

### Our Guiding Principles

- We act efficiently.
- We are responsive.
- We act with integrity.
- We are customer focused; we listen, learn, and act.
- We value our employees.
- We are DAS.

# Department of Administrative Services 2008 - 2011 Strategic Plan

## Top Strategic Goals

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1. Create value for customers by providing better and more efficient services.
2. Have and value a more diverse and higher-performing state workforce.
3. Function as a single organization to improve our management of DAS to maximize our full potential.

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## Roll-Out Strategic Plan

Actions	Person(s) Responsible	Due By
Send 1 <sup>st</sup> draft to team	Susan Churchill	02-04-08
Share 1 <sup>st</sup> draft with strategic planning team for feedback and input	Team Members	02-06-08
Make changes to 1 <sup>st</sup> draft	Susan Churchill	02-07-08
2 <sup>nd</sup> draft to Mollie Anderson	Susan Churchill will send to Mollie Anderson	02-07-08
ELT approves modifications to strategic plan	Executive Leadership Team	04-09-08
Team meets to finalize their action plan with: steps, timelines, person(s) responsible and resources.	Team Members	Prior to 04-25-08
Final strategic plan with action plans sent to Mollie Anderson for final approval	Susan Churchill will send to Mollie Anderson	05-02-08

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## Goal 1 - Create value for customers by providing better and more efficient service.

Lead: Mollie Anderson and Mark Johnson

Team: Mary Ann Hills, Debbie O'Leary, Laura Riordan, Dale Schroeder, Lorrie Tritch, Ray Walton, Dave Lingren

Strategies	Actions	Person(s) Responsible	Due By
a. Establish a Customer Advocacy Program.	1) Define the service delivery model.	1) Lingren/Morrissey	1) 07/01/08
	2) Identify roles and responsibilities.	2) Lingren	2) 04/01/08
	3) Develop a resource plan (FTE needs, etc.).	3) Lingren/Morrissey	3) 04/01/08
	4) Identify funding resources.	4) Lana Morrissey	4) 05/01/08
	5) Educate and market – internally and externally.	5) Lingren/Riordan	5) 07/01/08
	6) Identify customer base and additional opportunities.	6) COOs/Lingren	6) 07/01/08
	7) eDAS integration plan.	7) New eDAS mgr	7) 11/01/08
b. Ensure the DAS portfolio of services meets the needs of our customers.	1) Catalog existing services, focusing on principle services.	1) COOs/Lingren	1) 06/01/08
	2) Market research – customer feedback, industry trends, focus groups, and surveys.	2) Lingren/Riordan	2) 08/01/08
	3) Review for legal, financial viability and customers.	3) Morrissey//DAS legal	3) 08/01/08
c. Communicate effectively with our customers.	1) Provide listening and communication skills training to all DAS staff.	1) Mary Ann Hills and Bobby Bailey	1) 09/01/08
	2) Develop and tailor customer engagement plans for each agency/audience based on customer feedback – performance expectations, measurements, and verify and validate. Communicate performance measures and results.	2) Lingren/COO staff	2) 11/01/08
	3) Improve meeting materials by customizing them to better communicate what we can do for our customers.	3) Bobby Bailey	3) 12/01/08
			4) 12/01/08
			5) 11/01/08
d. Implement <i>One DAS</i> Service Desk.	1) Identify funding sources	1) L. Morrissey	1) 7/1/08
	2) Enterprises identify requirements and processes.	2) L. Morrissey/ITE	2) 5/1/09
	3) Identify resources – location(s), people, hardware, software.	Staff	3) 5/1/09
	4) Product implementation and training – tools, phone system. Identify funding sources.	3) Mary Ann Hills	4) 6/1/09
	5) eDAS expanded roll out.	4) L. Morrissey 5) L. Morrissey	5) 6/1/09
e. Increase the number of cities, counties, schools who utilize DAS contracts.	1) Strategic partnership position.	D. Lingren	12/30/08
	2) Rely on Contract Management group.		
f. Develop strategic communication plan to improve DAS image	1) Review existing employee surveys, 100 day report, customer surveys to determine opportunity areas.	1) Bobby Bailey & Mark Johnson	09/1/08
	2) Identify actionable opportunities and develop communications plan.	2) Bobby Bailey	1/1/09
	3) Implement action plans and measure success of messaging.	3) Bobby Bailey	4/1/09

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## Goal 2 - Have and value a more diverse and higher-performing state workforce.

Lead: Nancy Berggren

Team: Cindy Axne, Greg Fay, Mary Ann Hills, Ed Holland, Pat Lantz, Bill West

Strategies	Actions	Person(s) Responsible	Due By
a. Anticipate, quantify, and plan workforce needs in 3, 5, and 10 years.	<ol style="list-style-type: none"> <li>1) Organize a DAS workforce planning team, consisting of individuals from each division.</li> <li>2) Attend DAS training on workforce planning.</li> <li>3) Complete workforce plan according to the DAS/DOM model.</li> </ol>	<ol style="list-style-type: none"> <li>1) Barbara Kroon</li> <li>2) DAS Workforce Plan. Team</li> <li>3) DAS Workforce Plan. Team</li> </ol>	<ol style="list-style-type: none"> <li>1) 07-01-08</li> <li>2) When held</li> <li>3) 07-01-09</li> </ol>
b. Improve systems for the recruitment and hiring of a diverse workforce, and exiting of state employees.	<p><u>DAS:</u></p> <ol style="list-style-type: none"> <li>1) Develop a workforce plan for DAS which addresses recruitment &amp; retention for DAS.</li> </ol> <p><u>Statewide:</u></p> <ol style="list-style-type: none"> <li>1) In priority order, determine what recruitment issues are critical for state government</li> <li>2) Develop method for addressing the critical recruitment issues.</li> <li>3) Work with departments in completing their recruitment and retention plans as required by Executive Order four.</li> <li>4) Work with the Strategic Planning Coordinator in developing partnerships with Community Colleges to include internships, mentoring programs, and job training.</li> <li>5) Assist the Diversity Council and carry out their directives in the areas of hiring, promotion, and retention of employees.</li> <li>6) Review and revise (when appropriate) policies, procedures, and rules regarding the transition of employees.</li> <li>7) Review department workforce and succession plans and determine any gaps in system programs.</li> </ol>	<ol style="list-style-type: none"> <li>1) Robin Jenkins in cooperation with COOs</li> <li>1) Robin Jenkins</li> <li>2) Robin Jenkins</li> <li>3) Robin Jenkins, Personnel Officers</li> <li>4) Bill West, Robin Jenkins</li> <li>5) Bill West</li> <li>6) Mary Ann Hills</li> <li>7) Mary Ann Hills</li> </ol>	<ol style="list-style-type: none"> <li>1) 9/1/08</li> <li>1) 11/1/08</li> <li>2) 11/1/08</li> <li>3) 11/1/08</li> <li>4) 11/1/08</li> <li>5) 11/1/08</li> <li>6) 11/1/08</li> <li>7) 11/1/08</li> </ol>
c. Administer an effective system of employee performance management.	<p><u>DAS:</u></p> <ol style="list-style-type: none"> <li>1) Develop an effective on-boarding (new employee orientation) system for DAS.</li> <li>2) Develop an effective employee performance evaluation system for DAS, including training and monitoring to ensure each employee receives a timely evaluation and staff development plan.</li> </ol> <p><u>State:</u></p> <ol style="list-style-type: none"> <li>3) Review existing perf. eval. system for the state, including training and monitoring the system and redesigning of the perf.evaluation tool.</li> <li>4)</li> </ol>	<ol style="list-style-type: none"> <li>1) Barbara Kroon, Vickie Anderson, Connie Hellmann, and reps. from each division</li> <li>2) Each supervisor, led by PDS</li> <li>3) DAS Work Team, led by HRE</li> </ol>	<ol style="list-style-type: none"> <li>1) 3/1/09</li> <li>2) 12/1/09</li> <li>3) 6/1/09</li> </ol>

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d. Develop a culture that celebrates accomplishments and encourages involvement and accountability.	1) Develop a menu of tools or methods DAS can use in encouraging involvement and accountability.	1) DAS Work Team, led by HRE	1) 7/1/09
	2) Conduct an annual DAS all-department event.	2) DAS Planning Team, led by Marketing and Communications	2) 9/1/08
	3) Evaluate the current employee recognition program for state government and develop a menu of tools and methods departments can use to encourage involvement and accountability.	3) Barbara Kroon	3) 9/1/08



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## Goal 3 - Function as a single organization to improve our management of DAS to maximize our full potential.

Lead: Mollie Anderson

Team: John Gillispie, Paul Carlson, Bobby Bailey, Mark Johnson, Lana Morrissey, Jan Olson, someone from ICN

Strategies	Actions	Person(s) Responsible	Due By
a. Determine and implement DAS organizational structure that allows the enterprises to focus on core business.	1) Review existing services and develop cost structure for legal, legislative, HR, Communications/PIO, Finance/Accounting, purchasing, facility management, customer advocacy, and document & report management, project management.	1) John Gillispie, Lana Morrissey	1) 5/30/08
	2) Determine and recommend shared service changes and financial approach.	2) Lana Morrissey	2) 5/30/08
	3) Implement approved recommended shared service changes.	3) Mollie Anderson	3) 07/01/09
b. Establish cross-functional teams that serve as centers of excellence.	1) Review established cross functional teams and topics to insure that all key topics have been covered (review in conjunction with <i>strategy a</i> above).	1) John Gillispie, Lana Morrissey	1) 12/01/08
	2) Implement existing action plans in the topic areas of Contract Management, Customer Advocacy, Project Status, and Utility Rate Setting.	2) Pat Lantz – Contract Mgmt, Dave Lingren – Cust. Advoc., Paul Carlson – Proj. Status, Riordan, Sterk – Utility Rate	2) 09/01/09
c. Analyze DAS revenue streams and evaluate cost model.	1) Review existing financial models (revenue stream, investment, planned expense changes, long term product viability, etc.) being practiced by COO's and identify inconsistencies.	1) Lana Morrissey	1) 04/01/09
	2) Determine appropriate investment strategy based upon product classification (from financial perspective) and recommend long-term strategy.	2) COO & Lana Morrissey	2) 09/01/09
	3) Implement product-specific strategies.	3) COO accountable	3) 07/01/10
	4) Strategic partnerships – existing and new.	4) Lana Morrissey	4) 06/30/09
	5) Review ROI template.	5) Lana Morrissey	5) 6/30/08
	6) Develop standardized ROI template and process to be used across DAS.	6) Lana Morrissey	6) 12/31/08

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d. Develop and implement plan to improve business acumen of DAS employees.	1) Using literature review performed in <i>strategy b</i> above, identify training opportunities for DAS team members.	1) Nancy Berggren	1) 07/01/08
	2) Develop training in conjunction with PDS identifying not only immediate opportunities but also repeatability.	2) Nancy Berggren	2) 11/01/08
	3) Implement training and measure results after 6 months. (How well did the knowledge "stick"?)	3) Nancy Berggren	3) 02/01/09
e. Develop and implement regular (quarterly/monthly?) Business Review Process.	1) Review existing ICN and DAS-ITE business review model and determine key elements for line of business review.	1) Lana Morrissey, Mark Johnson	1) 09/01/08
	2) Identify ability to measure key elements by line of business.	2) COO's	2) 11/01/08
	3) Determine business review frequency.	3) Mollie Anderson	3) 01/01/09
	4) Identify coordinating point within DAS.	4) Bobby Bailey	4) 03/01/09
	5) Schedule & hold regular reviews.	5) Mollie Anderson	5) 05/01/09
f. Improve financial management.	1) Improve the financial management system & forecasting for DAS	Lana Morrissey	1) 1/1/09
	2) Establish mechanisms that allow DAS and DOM to review enterprise-wide financial performance and set rates.		2) 1/1/09
g. Implement activity-based costing throughout DAS.	1) ITE Product lines through pricing model, excluding printing.	Lana Morrissey	1) 06/30/08
	2) Actual implementation of ITE rates beginning FY09, excluding printing		2) 06/30/08
	3) Determine next enterprise to implement the ABMS, complete ITE print		3) 06/30/09
	4) Develop work plan, project team, identify and implement system changes and training schedule.		4) 06/30/09

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## Communicating Our Guiding Statements

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1. Email signature blocks
2. Back of business card
3. Web page
4. Brochures & marketing pieces; facilitation hand-outs; title pages, etc.
5. New employee orientation

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## SWOT Analysis

### **S**trengths

- Staff/People
- Business Model
- Customer Service
- Organizational Flexibility
- Financial Viability
- Efficiencies
- People Need our Services
- Institutional Expertise
- Convenience
- Creative

### **W**eaknesses/Challenges

- Workforce Planning
- Customer Relationships
- Lack of Complete Information from Customers
- Business Model
- Processes
- Cash-Basis Accounting
- Lack Focus
- Communication
- Employee Engagement
- Status-Quo Mentality
- Culture (Job Security/No Risk)
- No Single Product or Outcome
- Different Customers' Expectations/Structure
- Limited Funding
- Limited Resources
- Image/Vulnerable
- Change Resistance
- Regulatory Compliance versus Customer Service
- Charter Agencies/How to Deal with Them
- Follow-Through
- Consensus Decision-Making

### **O**pportunities

- Define and Implement the Entrepreneurial Model
- Opportunities with Local Governments
- Marketing/P.R.
- Customer Services
- Efficiencies
- Capitalize on Talent
- HR Initiatives
- Customer Market Share
- Buildings/Grounds
- Disaster Recovery
- Clarify the Funding Model
- Expand on Things Done Well
- Use Technology

### **T**hreats

- Outsourcing of Services
- IGOV/IDOM Support for Entrepreneurial Model
- Agencies Don't Use Services
- Charter Agencies
- Lack Support for Standardized Products/Services
- Staffing and Talent
- Unsatisfied Customers
- Lack Enterprise-Wide View of Customers
- Fiscal Management (Funding System, Slowing Economy, Budget Cuts)
- Credibility
- Change Adverse (Internal and External)
- Lack of Direction
- Technology Funding

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## Notes

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### KEY ISSUES

1. Workforce Planning
  - a. Development
  - b. Succession Planning
  - c. *One DAS*
  - d. Culture
  - e. Employee Focus
2. Finances
  - a. Funding
  - b. Fiscal Management
  - c. Control Costs
  - d. Slowing Economy
3. Communication and P.R.
  - a. Internal/External
  - b. Marketing
  - c. Image
  - d. Documenting
4. Service/Delivery
  - a. Customer Service
  - b. Products Offered
  - c. Operations and Processes
  - d. Efficiencies
  - e. Timeliness and Quality
  - f. Planning, Forecasting, and Measuring
5. Strategic Management
  - a. Planning/Forecasting
  - b. Business Planning
  - c. Strategic Focus
  - d. Defining Roles and Responsibilities
  - e. Measuring Performance