

FLEXIBILITY

INTEGRITY

TEAMWORK

EXCELLENCE

INNOVATION

DAS STRATEGIC PLAN

DAS Mission: To provide Service, Support and Solutions for the effective operation of Ohio government

GOVERNOR'S PRIORITIES

IMPROVE CUSTOMER SERVICE AND ACCESS TO SERVICES

CUT BUREAUCRACY / GROW JOBS

DAS Priorities

CULTURE

Cultivate a high-performance culture that improves the quality of work life for all employees and empowers everyone to improve service to customers.

ADMINISTRATIVE FUNCTIONS

Provide common administrative functions statewide that allow agencies to focus first and foremost on their core missions.

RED TAPE

Cut red tape to make government services more efficient, effective, economic and expeditious.

CUT COSTS

Reduce the cost of government to taxpayers.

DAS Strategies

Use a common sense approach to business practices that makes it easier for customers to do business with DAS.

Partner with customers to increase their involvement in solutions.

Eliminate silos by promoting collaboration and information sharing across divisions.

Empower and develop employees to own their jobs and engage in critical thinking.

Consolidate common support services that can be provided at a statewide level.

Utilize/promote best practices that can be modeled uniformly across all agencies.

Optimize the use of common enterprise programs and systems.

Focus to identify DAS services that are core, common, unique and emerging.

Promote a common sense philosophy in the development and interpretation of rules and policies.

Lead and support the use of Lean and Six Sigma statewide to increase speed and eliminate waste and non value-added activities.

Promote and support Ohio-based sponsored programs to generate overall state accessibility, competitiveness and job growth.

Identify and prioritize essential services to eliminate low value work and focus on the most critical.

Utilize economies of scale to leverage cost savings.

Review and reform expensive functions used throughout state government to eliminate unnecessary costs.

Utilize strategic sourcing to ensure best-price solutions for all levels of government.

Examples of DAS Initiatives, Projects and Programs

High-Performance Culture Initiative
ePerformance
Employee Career Development
Networking with Customers

IT Optimization
Marketplace/eCatalog
Enterprise Grievance System
Statewide Professional Development Plan
MARCS Upgrade

MBE/EDGE Participation
eLicense for Boards and Commissions
Lean Ohio/Kaizen Events
OAKS
ePAR

Category Spend Management
State Benefit Programs
Cost-Per-Copy program
Ohio Business Gateway
State Office Space Consolidation

Examples of DAS Division and Operational Goals

Implement ePerformance and employee career development to equip DAS employees with the knowledge, skills and abilities needed to perform to our maximum potential.

Network with customer agencies to improve relationships and gain perspectives on improving existing services and identifying services they may need in the future.

Work together as one DAS to provide solutions: commit to identifying areas where it makes sense for multiple DAS offices to act as one solution provider on behalf of the customer rather than a maze of paper and offices to have to navigate.

Give friendly, fair and expedient customer service to all who interact with our office.

Develop a strategic workforce monitoring plan for contractor workforces on state and state-assisted construction projects.

Restructure statewide professional development plan, to include at least three online statewide compliance offerings, a human resources professional development program and a redesigned curriculum tied to statewide competencies.

Provide guidance and specialized support to our state agency customers on labor relations issues including DAS priorities such as IT Optimization.

Leverage the investments of our enterprise systems to create administrative cost savings and efficiencies across state government.

Expand the state's private cloud which includes SOCC remediation to support server and storage virtualization and mainframe consolidation as well as Ohio One Network.

Instill confidence in government. Regularly review and refresh our practices, forms, processes, procedures and policies to be sure they make sense and achieve their purpose, increasing the public's confidence in state government.

Realign and restructure the HR Operations unit to streamline workflow, including the implementation of Tier 1 customer service standards for all team members and updated process and procedure guidelines for OAKS HCM.

Administer common-sense standards that enable the DAS divisions to effectively and efficiently fulfill their missions.

Seek solutions to challenges through innovation and evolution of our most common business practices.

Improve and simplify the benefit programs and plans in relation to their design, administration, operation and management.

Increase adoption of IT Shared Solutions including OAKS, eLicense, ePayment, email, Business Intelligence, Voice over Internet Protocol (VoIP), Multi-Agency Radio Communications System (MARCS).

Do something about improving our value. Seek advice on what needs changed and empower change agents to make sure improvements happen. And just as important, learn from what did not work and celebrate our accomplishments in what did.

Partner with Development Services Agency to assist local government employees to learn and use Lean and Six Sigma principles, tools and strategies to improve their services.

Maximize state and local government procurement savings through continued implementation of strategic sourcing and Marketplace eCatalog.

Examples of DAS Metrics and Measures

Customer satisfaction survey results
Networking: outreach opportunities completed
Employee satisfaction survey results
New hire perspectives on orientation program
Employee performance evaluations completed

ID of core, common and unique services completed
Rate of customers vs. participation in programs
Increase in customer service ratings
Reduction in number of redundant systems
Increase in number of accounts or customers

Number of steps reduced
Number of rules reduced
Number of redirected hours due to process changes
Formal Fossil Hunt

Savings that include paper, storage, people
Cost avoidance for redirected hours
Negotiation of real estate leases
Reduced number of external data centers

SERVICE

SUPPORT

SOLUTIONS

DIVISION GOALS

Administrative Support Division

Provide personalized, quality services resulting in consistent positive experiences for ASD's customers.

Serve the interests of DAS' enterprise customers and DAS divisions by providing leadership, direction and coordination of agency initiatives and services.

Seek new solutions to old problems and administer common-sense standards that enable the DAS divisions to effectively and efficiently fulfill their missions.

Equal Opportunity Division

Implement an improved quarterly monitoring and reporting process for the MBE set-aside program for evaluating agency actual performance versus planned performance.

Evaluate and update EDGE program mandates, and develop a process to encourage and monitor compliance with them.

Develop a strategic monitoring plan for contractor workforces on state and state-assisted construction projects.

Enhance the Equal Employment Opportunity (EEO) compliance review process to assist each agency in its execution of its Affirmative Action Plan.

Improve the culture and processes of EOD to create a sharper focus on customer satisfaction.

General Services Division

Instill confidence in government. Regularly review and refresh our practices, forms, processes, procedures and policies to be sure they make sense and achieve their purpose, increasing the public's confidence in state government.

Hit hard our value in the eyes of our customer. Celebrate thank yous and follow-up on concerns and make it right. We will pursue, measure and publish satisfaction, savings, efficiency, utilization, results, and trending across our lines of business.

Do something about improving our value. Seek advice on what needs to be changed and empower change agents to make sure improvements happen. And just as important, learn from what did not work and celebrate our accomplishments in what did work.

Work together as one DAS to provide solutions. Commit to identifying areas where it makes sense for multiple DAS offices to act as one solution provider on behalf of the customer rather than a maze of paper and offices to have to navigate.

Commit to success in projects. Account for our scope of special projects; establish sound, actionable plans for each; define and manage to success; commit to sufficient resources; measure and publish progress, action owners, due dates and results.

Human Resources Division

Develop and create an implementation plan for at least two new OAKS upgrades/enhancements, with a FY15 release date, which will allow agencies to reduce manual work and processing time.

Restructure statewide professional development plan, to include at least three online statewide compliance offerings, a human resources professional development program and a redesigned curriculum tied to statewide competencies.

Implement enterprise-wide best practices for human resources, including increased participation in performance reviews and workforce planning, strategic hiring and onboarding and development of enterprise-wide metrics.

Realign and restructure the HR Operations unit to streamline workflow, including the implementation of Tier 1 customer service standards for all team members and updated process and procedure guidelines for OAKS HCM.

Improve and simplify the Benefits Administration Services programs and plans in relation to their design, administration, operation and management.

Office of Collective Bargaining

Give friendly, fair and expedient customer service to all who interact with our office.

Provide guidance and specialized support to our state agency customers on labor relations issues including on DAS priorities such as IT Optimization.

Offer an effective labor relations orientation training to new supervisors of bargaining unit employees in the basics of labor relations.

Office of Information Technology

Increase adoption of IT Shared Solutions including OAKS, eLicense, ePayment, eMail, Business Intelligence, Voice over Internet Protocol (VoIP), and Multi-Agency Radio Communications System (MARCS).

Expand the state's private cloud, which includes SOCC remediation to support server and storage virtualization/consolidation and mainframe consolidation as well as Ohio One Network.

Expand government on-line services including Ohio Business Gateway and Integrated Eligibility.

Enhance our enterprise security posture, including improved identification of vulnerabilities throughout the enterprise and IT risk assessments.

DAS Strategic Plan

Governor Kasich's Priorities

- Cut government bureaucracy
- Grow jobs
- Improve customer service and access to services

DAS Mission

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

DAS Priorities

- Cultivate a high-performance culture that improves the quality of work life for all employees and empowers everyone to improve service to customers.
- Provide common administrative functions statewide that allow agencies to focus first and foremost on their core missions.
- Cut red tape to make government services more efficient, effective, economic and expeditious.
- Reduce the cost of state government to taxpayers.

DAS Core Values

- **Excellence:** We strive for excellence in all that we do for our customers, for one another and for our state.
- **Flexibility:** We are agile and adaptable in the services, support and solutions we provide so our customers can fulfill their missions.
- **Integrity:** We honor the commitments that we make to our customers and accept responsibility for our actions.
- **Teamwork:** We proactively work with our customers and with one another to seek ideas, share information and develop solutions.
- **Innovation:** We anticipate the state's current and future needs and use technology and positive changes to lead our government forward.

DAS Customer Service Standards

- Create positive memorable experiences for all customers.
- Be passionate and care about your work.
- Present a positive image of yourself and of DAS.
- Provide accurate, clear and concise information.
- Apologize for mistakes, fix them and follow up.
- Seek to understand your customer's expectations of your office.
- Listen and anticipate your customer's needs.
- Avoid unproductive interactions and focus on mutually-agreeable objectives.
- Explain decisions to unattainable requests in practical terms instead of "no" or "it's in the code."
- No profanity in the office or with the public.
- Ask questions and confirm correctness of requests or information.
- Help customers achieve objectives within the rules rather than identifying ways to say "no."
- Don't ask for more information than you need or will use.
- Greet or acknowledge customer's presence immediately.
- Use positive replies such as: "you're welcome," "I'm happy to assist you," etc.
- Avoid mixed-message replies such as: "no problem," "no big deal," etc.
- Greet callers with "DAS Office of XYZ, this is first + last name. How can I help you?"
- Be responsive to voicemail and email messages.
- Keep voicemail and email replies up-to-date as needed (vacation, training, etc.).
- Be civil, courteous and appreciative and show respect for all.