



General Administration
STATE OF WASHINGTON

Shared Services

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The Certainty of Uncertainty

Topics

- General Administration
- Leading Change
- Section 906 and the Governor's Intent
- Cabinet Retreat & Workgroup Structure
- Central Service Agencies Focus
- Barriers and Realities
- Out-of-the-gate Opportunities
- State Auditor Role
- Baseline and Performance Metrics
- Doing What Makes Sense



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Sustainability Efforts Protect Environment

Energy Program reduces emissions, cuts costs

- ▶ Since its inception in 1984, Energy Program has saved more than 172 million kilowatt-hours of electricity = to annual energy use of 20,000 Northwest homes. These statewide projects have helped public agencies and taxpayers avoid over \$76 million in utility costs.
- ▶ Projects reduce the state's impact on climate change by cutting greenhouse gas emissions. Project electricity savings are roughly equal to a 153,000-ton reduction in carbon dioxide gases, which is like removing 20,000 cars from the road.

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Sustainability Efforts Protect Environment

- ▶ **Saving 11 million gallons of water:** The savings, enough to fill 275,000 bathtubs, come mostly from installing low-flow plumbing fixtures and upgrading the campus irrigation system.
- ▶ **Gas to heat:** The program is working with LOTT to capture methane gas produced during the wastewater treatment process to produce heat for the new Hands On Children's Museum. Saving about \$116,000 a year in energy costs and reducing greenhouse gas emissions.

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Sustainability Efforts Protect Environment

- ▶ **Composting saves resources:** Already prevented more than 85 tons of waste going to landfills since January 2009.
- ▶ The **Motor Pool** is recognized as one of the best public fleets in the nation, according to *Government Fleet* magazine. 45% of fleet of 1,800 is made up of hybrid vehicles, ranking first among all states in the number of hybrid-electric vehicles - improving fleet fuel efficiency by 18 percent since 2004.

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Sustainability Efforts Protect Environment

- ▶ **Custodial Program employs green cleaning practices:** GA's Custodial Program has reduced its use of chemical cleaning products from 185 to 3. It has also reduced the amount of harmful chemicals that are disposed by 80 percent and eliminated the use of toxic air fresheners. A team approach allows custodians to clean a building floor by floor, area by area, permitting them to reduce the use of electricity.

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Sustainability Efforts Protect Environment

- ▶ **Surplus programs recycle, reuse materials:** GA manages materials that state agencies and local government no longer use. Program operates two retail stores in Auburn and Tumwater where the public can shop for used state goods. Proceeds from sales return to the state agencies and local governments that surplus the items. GA annually keeps 600,000 pounds of material from going to landfills. Last Fiscal Year we returned \$4,610,347 to public and state agencies.

General Administration

▶ Performance Audits:

- ▶ GA's results in the auditor's performance audit of state and local governments for public disclosure reflect transparency of GA's work. The auditor ranked GA as the most responsive state agency for public disclosure requests.
- ▶ The Motor Pool was determined to be run effectively and to serve as a model for state government.

Leading Change

- ▶ CIO Leadership
- ▶ From Pathology to Vision: Shift from Problem-solving to Possibilities
- ▶ Getting on the Balcony

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CIO Leadership

- ▶ If you were a product (you are) – what would your “brand” say about you?
- ▶ What are your strengths? Talents?
- ▶ Are you self-aware?
- ▶ Are you improving?
- ▶ How are you leading?

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Problem-Solving → Possibilities

- ▶ How are you engaging in the broader state vision? The greater vision for you?
- ▶ How are you letting go of the “baggage” of the past and launching into the future?
- ▶ Who are your allies?



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Getting On The Balcony

Getting on the balcony means stepping out of the day-to-day and looking beyond...

- ▶ Are you bound to the transactional?
- ▶ Do you recognize the difference between technical and adaptive challenges?

Section 906 and the Governor's Intent

- Agencies focus on core mission
- Spend less
- Establish 'Service Level Agreements'
- Spend more \$'s on direct services
- Generate economies of scale
- Standardize processes
- Obtain and use better information

Section 906 and the Governor's Intent

NEW SECTION. Sec. 906. CENTRAL SERVICES.

The governor shall convene a work group consisting of representatives from the central service agencies and their clients to collaborate on methods for providing commonly needed services to state agencies, including, but not limited to: Human resource management, employee benefits, payroll, accounting, purchasing, information technology, real estate services, facility management, building and grounds maintenance, fleet management, printing services, and office mail distribution. The work group should consider the experience of other states and large organizations and should identify opportunities to improve service delivery, including, but not limited to:

Section 906 and the Governor's Intent

- ▶ (1) Simplifying processes and gaining efficiencies;
- ▶ (2) Using a shared, common service model;
- ▶ (3) Centralizing services or activities which may lead to consolidating or eliminating existing programs or state agencies; and
- ▶ (4) Revising agencies' authority or governance structures.
- ▶ The work group shall submit a proposal that improves the delivery of central services to state agencies, including changes to the current governance structure, organizational changes that improves and simplifies service delivery, and any statutory changes that may be necessary to the governor by October 1, 2009.

Cabinet Retreat

- ▶ Managing the crisis within the agency
- ▶ Leading change within the agency
 - ✓ Involving employees
 - ✓ Involving customers
- ▶ Leading change within Enterprise issue area
 - ✓ Alignment with strategic plan
 - ✓ Emphasis on “bold” ideas
- ▶ Communicating and engaging



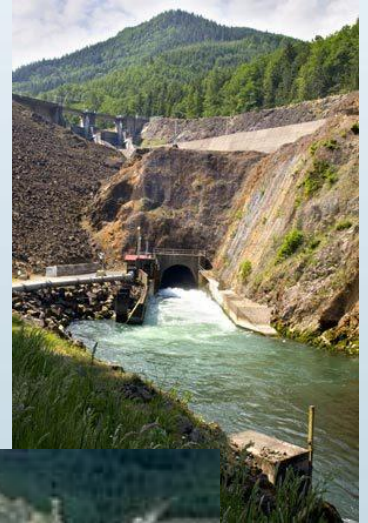
Work Group Structure

- Natural Resource Agencies
- Public Safety and Transportation Agencies
- Health and Human Services Agencies
- Education
- Commerce/Economic Vitality
- Central Service Agencies



Barriers and Realities

- Potential Initial Costs
- Personnel
- Resistance to Change
- Letting Go
- Cost of Change



Out-of-the-Gate Opportunities

- DOP – Statewide consistency and single portal for employee self-service
- GA – Areas of Emphasis
 - ▶ Motor Vehicle Optimization – Transportation and Storage
 - ▶ Property Management – Leasing
 - ▶ Mail
- DIS



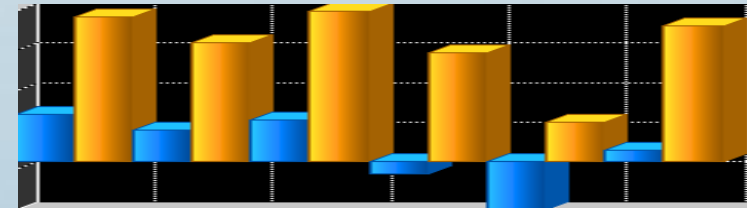
State Auditor Role Performance Reviews

- Assist Governor's efforts
- Be in partnership with GA
- Provide audit expertise to the effort
- Develop “apples to apples” cost comparisons



Baseline and Performance Metrics

- How do we know we have been successful?
- What are the types of baseline measures?
- When will GA be reporting to the Governor and the Legislature?



Doing What Makes Sense

- ▶ Shared Services is not an either-or proposition
- ▶ It is possible to optimize versus consolidate or create a hybrid
- ▶ Bold does not necessarily mean low-hanging fruit first
- ▶ It is important to communicate and engage



Group Exercise

- If you were the Governor – what would you expect from your agencies and GA?
- If you were the GA director what would be uppermost in your mind as you go through this effort?
- What advice would you give GA?
- Group report-out

“The barriers are not erected which can say to aspiring talents and industry: ‘Thus far and no farther.’”

- Ludwig Van Beethoven

“It is necessary; therefore, it is possible.”

- G. A. Borghese



Questions?