Government Efficiency and Accountability Review (GEAR)

GEAR25 Board Meeting

September 15th 2021

https://GEAR.Delaware.gov/
1. Introductions / Roll call
2. Old Business
   • Review/approve minutes
   • 2021 Schedule
3. New Business
4. Deep Dives
   1. Enterprise Services Delivery
   2. GEAR Field Team
5. Open Topics discussion – Board
6. Public Comment
7. Adjourn
Introductions

Roll Call
Old Business

Review/Approve Minutes from Prior Board meeting

Final draft version sent to Board for review September 10th, 2021
## Old Business

### 2021 GEAR Board Schedule

<table>
<thead>
<tr>
<th>Month</th>
<th>Date &amp; Time</th>
<th>Location and/or Virtual</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Weds, 1/13 at 10 am</td>
<td>Haslet</td>
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<tr>
<td>March</td>
<td>Tues, 3/16 at 10 am</td>
<td>Carvel</td>
</tr>
<tr>
<td>May</td>
<td>Weds, 5/19 at 10 am</td>
<td>Haslet</td>
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<tr>
<td>July</td>
<td>Tues, 7/13 at 10 am</td>
<td>Carvel</td>
</tr>
<tr>
<td>September</td>
<td>Weds, 9/15 at 10 am</td>
<td>Carvel</td>
</tr>
<tr>
<td>November</td>
<td>Tues, 11/16 at 10 am</td>
<td>Carvel</td>
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</table>
New Business

• 2021 GEAR Board meeting format update
  – Enterprise Services Delivery
  – GEAR Field Team
• GEAR Continuous Improvement Practitioner (CIP) training program call for candidates
• GEAR Annual Report
• Ready in 6 (Ri6) progress (Ernie Dianastasis)
GEAR Annual Report

- Fifth annual GEAR report to be published in December
- Describes our continuous improvement achievements, and recommendations, for the Governor
- Emphasis is on quantifiable outcomes
- Narratives needed from all Board member agencies

2021 Schedule

Sept-Oct  Meet with agencies to review content contributions
Nov 9th    Draft completed, Board reviews
Nov 16th   GEAR Board review/approval
Nov 19th   Final comments due from Board
Nov 22nd   Final version mailed to Board
Dec 1st    Report posted on GEAR website
GEAR Annual Report

Each activity submitted needs to include:

1. A short narrative, 3-5 paragraphs in length, that describe the:
   – Problem addressed
   – Proposed solution
   – Actual solution (if different)
   – Results described and quantified

2. A concise one paragraph description that can be read as a talking point, and can included within the executive summary section of report
Examples of Quantification

• Before vs After:
  – Total cost of operation
  – People time/hours or involved people count
  – Complexity reduction/simplification
  – Reduction in number process steps
  – Quality of service metrics
  – Velocity of process
  – Project management methodologies used to deliver project on time, on budget
  – Customer satisfaction
  – Reduction in errors
  – Return on investment
  – Fixed cost reduction
  – Top line growth
  – Increased competitive advantage
  – Asset reutilization
  – Raw materials volume or cost
Deep Dives

Ready in 6 Update
Deep Dives

Enterprise Services
Delivery Team
Overview

• Many of the Financial Services Delivery Team projects are well underway or moving to completion, new items coming to our attention are enterprise wide in scope.

• Consolidated the GEAR teams with enterprise-wide activities into one team: Financial Services Delivery Team, Human Resources Delivery and IT Efficiency.

• Consolidated team to identify enterprise needs, solutions to meet the needs, and resources to implement solutions.

• GEAR ESD not looking to take over projects, but to serve as forum to look at how State entities can do things better, collaborate on ideas, and identify resources to support ideas and projects.
Opportunities

• Potential areas for project development (where finance, human resources and information technology overlap):
  – Enterprise-wide computer systems
  – State employee training (platforms and courses)
  – Central State land inventory database
  – Centralized core services (human resources, information technology underway)
  – Virtual meeting platforms and policies
Planning Upgrade/Replacement Computer Systems

- Long-term: Planning for the upgrade and/or replacement of enterprise-wide computer systems (e.g., FSF, PHRST, IRAS). Systems to be migrated to the Cloud in a few years and replaced by the end of the decade.
  - Invite DHR to participate in a working group that already includes OMB, DOF, and DTI. Group meets regularly regarding the significant investment in FSF and PHRST.
  - Oracle is currently estimating the costs of moving FSF and PHRST into the Cloud. Also underway is an assessment of readiness for conversion to the Cloud.
  - DTI looking at contracts and engaging third-party experts (e.g. Gartner) to help State look at all the options, customizations and infrastructure (the lift of systems to the Cloud is as heavy as changing providers).
  - Keep a running list of FSF and PHRST customizations so they are understood and can use GEAR to look at process improvements to refine, reduce or remove them.
  - Bring the sponsors together to discuss options, customizations, infrastructure and costs and begin looking at fiscal resources and savings opportunities for system migrations and/or replacement.
Document Management

• Short-term: Make document signing processes more efficient for faster turn around time for signing, sending, storing and retrieval.

  – Going to a document signing/management process is a “no-brainer” given the high costs of paper, ink, time to scan and send, use of time of high-level positions. Makes most sense for documents needing multiple signatures.

  – DTI sponsoring an initial pilot project, DelSign, initial cost $386,000 for 165,000 transactions ($2.34 per transaction) for three-year pilot period. Agencies using this, or another system, include OPEN, DHSS, and DNREC.

  – GEAR will work with DTI and other agencies to identify high frequency, high irritation document signing processes, as well as look at which documents need to be signed or not, then catalog, prioritize, improve or remove them.
Coronavirus Funding Tracking/Transparency

• Short-term: Coronavirus federal funding estimated allocation and spending reporting. Seeking to support a searchable way of tracking allocations to and payments by Delaware’s state and local governments.
  – Coronavirus Relief Fund (CRF) dollars tracked at OGOV/DOF COVID-19 Relief and Support. Tracking leveraged with the on-line checkbook, Socrata reporting tool and FSF data to publicly disclose spending information for these funds.
  – American Rescue Plan Act (ARPA) funds tracked by Auditor of Accounts Gray Fox Initiative. Using OpenGov local governments will enter their data once a week, school districts and State agencies will pull their data from FSF and then enter it.
  – Most of the CRF funds have been spent so more time and attention will be given to ARPA fund reporting (deadline for spending is three years out). Ideally, we can automate the reporting process so it is less labor intensive.
Other Projects Underway

- Other current enterprise-wide projects being undertaken by GEAR ESD entities (see project portfolio spreadsheet):
  - Integrated Revenue Administration System (IRAS) (DOF)
  - Centralized State Land Inventory Database (OMB/OSPC)
  - Data Integration/GIS Coordination (OMB/OSPC)
  - Internal Controls (AOA)
  - Targeted Real Estate Lease Renegotiation (OMB/DFM)
  - Still addressing several finance processes and government accountability

- Next meeting October 19th, 2021 (hybrid virtual/in-person)
Deep Dive

Banking Architecture/Digital Government
Banking Architecture/Digital Government

Overview

• OST provides the State with transaction and cash management services ensuring sound fiscal stewardship over financial assets, systems, and processes

• A comprehensive review of the statewide banking architecture identified opportunities for improvement, including:
  – Operational efficiency
  – Risk reduction
  – Improved customer service
  – Cost savings / Enhanced earnings

• Based on the results of the banking study, the CMPB approved amending the banking architecture and issuing a comprehensive banking services RFP and a separate local banking RFP. Phase three of this initiative is in progress with a separate digital government RFP which launched in October 2020 as a DTI/OST/DOF/DELDOT/DOS partnership
Banking Architecture/Digital Government

In Progress

- Executed banking services contract with JPMorgan Chase (JPMC) for electronic collections, disbursements, check printing and lockbox services
- Office of Pensions scheduled to transition this month. Remaining account closures to be completed by calendar year end
- Transitioned DOL Unemployment Insurance and DHSS Child Support Services to new Stored Value Card Vendor, US Bank, in 2020 (DSCYF Foster Care to transition this fall)
- Local Banking (over-the-counter) Agreements finalized with M & T, TD, and Citizens Banks with agency transitions occurring
- Payment Card Industry Data Security Standards (PCI DSS) project in progress through a DTI and CampusGuard (vendor) partnership – statewide merchant compliance due by end of March 2022
- Digital government RFP – Fiserv recommended to award contract for merchant processing, payment gateway and account reconciliation components – web/app design component remains under review
Next Steps

• Complete transition of general banking services to JPMC (12 out of 13 milestones met with Pensions slated to finalize the migration near the beginning of October ‘21)

• Complete transition of local banking services to M & T, TD, and Citizens

• Award digital government contracts and begin project implementation for all four components
Banking Architecture/Digital Government

Challenges

• Complex and long-term statewide implementation requires additional OST resources with significant project management, technical, and banking experience
• Sustained participation of subject matter experts from State organizations is needed throughout the project lifecycle
• Improving banking behaviors and product usage may require training, education, and/or policy changes
• Expansion of Treasury’s role in the digital government space is warranted, yet will continue to place a demand on resources as we transition from the large-scale banking project to another large-scale initiative within a year
• Failure to meet PCI DSS standards annually could result in fines/penalties to state agencies from the credit card brands
Banking Architecture/Digital Government

GEAR Board Requests

• Create awareness and promote the benefits within your respective agencies
• Consider the impacts of the digital government initiative on your agency and plan accordingly (i.e., systems, staffing, processes)
• Identify agency resources to serve as subject matter experts and project liaisons
• Ensure all current and future accounts are opened in accordance with the Division of Accounting’s Budget and Accounting Policy Manual (BAM)
• Prevent agencies from entering into separate banking and merchant system agreements, as all service arrangements are centralized through OST
• Please contact Daniel.madrid@delaware.gov with any questions or concerns
Deep Dive

Human Resources Services Delivery
“There’s no better way to protect our most vulnerable neighbors from this virus than getting the COVID-19 vaccine.”

Governor Carney
COVID-19 Vaccination and Testing Certification

Overview

- On August 12, 2021, Governor Carney announced State employees will be required to provide proof of vaccination or undergo regular testing to help prevent the transmission of COVID-19.
- By September 30, employees must either certify their vaccination status or begin weekly testing.
- New employees must certify their vaccination status or begin weekly testing within one week of employment.
- Full vaccination is defined as two weeks following a single-dose vaccine or two weeks following the 2nd dose of a two-dose vaccine.
- Medical and religious exemptions will be considered for accommodations. Medical information is kept in a confidential medical file.
- COVID-19 test kits will be made available from agencies on a first come first served basis.
- Employees will be randomly selected to show proof of vaccination or testing.
COVID-19 Vaccination and Testing Certification

Progress

• Created electronic vaccination and testing certification process
• Tile integrated into ID.Delaware.Gov (https://id.delaware.gov).

Special thank you to the Department of Technology and Information (DTI) for their partnership in creating the electronic vaccination and testing certification sites, the tile in ID.Delaware.gov, and the tracking data using Power BI.
COVID-19 Vaccination and Testing Certification

Progress

- User guide created to walk employees through the process.
- Policy with procedures developed.
- Frequently asked questions available.

COVID-19 VACCINATION AND TESTING POLICY AND PROCEDURES

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<td>Effective Date: September 1, 2021</td>
<td>Supersedes: N/A</td>
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<tr>
<td>Application: Executive Branch Agencies</td>
<td>Signature:</td>
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1. POLICY PURPOSE STATEMENT

In accordance with the State of Delaware’s (State) duty to provide and maintain a safe workplace, this policy is set forth to safeguard the health of our employees and their families, our customers and visitors; and the community at large from COVID-19 that may be reduced by vaccinations and regular testing.

2. SCOPE

This policy applies to all employees of the Executive Branch agencies including all appointed, executive, exempt, non-exempt, merit, full-time, part-time and casual/seasonal employees, apprentices, temporary agency staff, volunteer, paid and unpaid interns, joint employees, officers, and officials working for the State.
COVID-19 Vaccination and Testing Certification

Progress

• DHR website (https://dhr.Delaware.gov) updated with resources for employees.

Special thank you to the Office of Management and Budget/IT for their assistance in updating the Department of Human Resources website.
COVID-19 Vaccination and Testing Certification

Next Steps

• Employees in each agency will be randomly selected weekly to show proof of vaccination or testing.

• Testing certification starts September 30 for the previous week.

• Test kits will be available at employees State work site on a first come first served basis.

• Employees may test during their working hours.

• Non-Executive branches may adopt the vaccination and testing policy and process
COVID-19 Vaccination and Testing Certification

Next Steps

- Track status of vaccinations and testing.
- Incorporate requirements into new employee hiring practices.

Data as of 9/7/2021
COVID-19 Vaccination and Testing Certification

Challenges

- Employees without access to ID.Delaware.gov or without state email addresses must complete paper forms.
- Number of employees with access to ID.Delaware.gov completing paper forms.
- Incomplete forms (missing names, signatures, and mismatched vaccination dates).
- Volume of quality control and manual entry of paper forms - DHR hired a temporary casual seasonal employee.
COVID-19 Vaccination and Testing Certification

GEAR Board Requests

• Encourage your staff to get vaccinated.
• Encourage staff to complete the electronic vaccination/testing certification using ID.Delaware.Gov (https://id.delaware.gov).
## Secure End User Services Package

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
<th>Agency A</th>
<th>Agency B</th>
<th>Agency C</th>
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<tbody>
<tr>
<td>END USER PKG</td>
<td>One rate to cover multiple services</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Service Desk</td>
<td>24/7 Technical Support (Service Desk, NOC) Incident support</td>
<td>Partial</td>
<td>Not Centralized</td>
<td>Centralized</td>
</tr>
<tr>
<td>Desktop Support (EDL)</td>
<td>Desktop, Printer support</td>
<td>Not Centralized</td>
<td>Not Centralized</td>
<td>Centralized</td>
</tr>
<tr>
<td>Network Services</td>
<td>LAN, WAN, Data</td>
<td>Not Centralized</td>
<td>Partial</td>
<td>Centralized</td>
</tr>
<tr>
<td>Voice Services</td>
<td>EVS, Conferencing, Messaging</td>
<td>Centralized</td>
<td>Centralized</td>
<td>Centralized</td>
</tr>
<tr>
<td>Email and Collaboration Services</td>
<td>Email, Calendars, Email Encryption, Enterprise Fax Service</td>
<td>Centralized</td>
<td>Centralized</td>
<td>Centralized</td>
</tr>
<tr>
<td>File Storage Services</td>
<td>Home Drive and File Shares</td>
<td>Not Centralized</td>
<td>Not Centralized</td>
<td>Centralized</td>
</tr>
<tr>
<td>Security Services</td>
<td>Access Identity Management, Network/Endpoint Security</td>
<td>Partial</td>
<td>Partial</td>
<td>Centralized</td>
</tr>
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</table>
Centralization Tomorrow

**Security** — Cyber security is an **obligation** for everyone; it’s nonnegotiable
- We must secure the network for the enterprise; any deviation from that responsibility puts all of us at risk
- Support of in-office, remote, hybrid and brokered work environments = increased external entry to state systems

**Compliance & Support** — Standardization, base level equity, SLA, interoperability between agency apps, locations, etc.

**Efficiency** — Leverage contracts, consolidation, aggregate spend, and automation

<table>
<thead>
<tr>
<th>SEUS Options</th>
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</thead>
<tbody>
<tr>
<td>SEUS</td>
</tr>
<tr>
<td>Core</td>
</tr>
<tr>
<td>Opt Out (Liability)</td>
</tr>
</tbody>
</table>

**Security End User Services Includes:**
- Statewide Service Desk
- Enterprise Desktop LAN Support
- Network & Connectivity
- **Voice**
- Email & Collaboration Support Services
- Security Suite
- Devices & Add-Ons
SEUS Requires A Sustainable Business Model

- Right-size staff and services for enterprise consumption
- Reallocate all in-scope positions to DTI
- Standardize how we charge consumption-based costs
- Bill agency by service, not individual personnel position
- Apply current rates to IT services after *no rate change in 10 years*
- Sunset service agreements and disparate costs
- Stabilize General Fund when utilization changes
- Cyclical IT investment and rate setting
IT Spend Average

State and Local Government Average $8,400/Year
IT Service-Based Cost Model

Cost Model
- Direct Costs
- Allocated Costs
- Forecasted Costs

TOTAL Service Cost

Billable Cost
- Nonbillable Cost

IT Svc Billing = Svc Rate x Svc Consumed

FSF
- Agency = Expense
- DTI = Revenue

DTI GF Expense

Budget
DTI Budget
Agency Budget

Svc Tower
- VServer
- Mainframe
- Email O365+
- Desktop Support
- AD&S
- Licensing
- etc.

Svc Catalog
- Catalog Svc 1
- Catalog Svc 2
- Catalog Svc 3
- ...
Service Consumption Lifecycle

- **Projection of target consumption and new service**
- **Collaborative review of required IT investments for next fiscal year**
- **Review and sign annual partner agreement**
- **Final IT investments and budget review**
- **Final ‘FY consumption numbers due**
Each agency will have its own customized dashboard experience to view real-time metrics (sample/example below):
Jason Clarke, Chief Information Officer  Chris Cohan, Chief of Policy and Planning

Jason.Clarke@Delaware.gov  Chris. Cohan@Delaware.gov

Visit us at DTI.Delaware.gov
Deep Dives

GEAR Field Team

September 2021 Update
GEAR Portfolio

• Raise profile of the many projects -- continuous improvement and other -- planned and active statewide by creating a GEAR Program portfolio

• Incorporate projects documented in GEAR Annual Report
  – Project summary, priority and status

• GFT member agency projects incorporated

• Program portfolio to be kept current throughout year
GEAR Portfolio

• 11 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio

• Project initiatives classified consistent with GEAR Annual Report format
  – Project Health
    • Green  Project performing to plan
    • Yellow Project experiencing manageable challenges
    • Red    Project experiencing significant issues
    • Gray   Project being assessed or has been withdrawn
    • Blue   Project complete
  – Project Priority
    • 1      High value/priority
    • 2      Significant value/priority
    • 3      Opportunity for consideration

• 102 total projects – 0 projects experiencing issues (red status)
GEAR Portfolio Projects by Project Health

Project Totals

- Performing to Plan
- Manageable Challenges
- Significant Issues
- Being Assessed or Withdrawn
- Complete

- July: 49, 12, 11
- August: 62, 13, 1

- June: 0, 0
## GEAR Portfolio Projects by Organization

<table>
<thead>
<tr>
<th>Organization</th>
<th>Projects</th>
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<td>DHSS</td>
<td>19</td>
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<tr>
<td>DDL</td>
<td>1</td>
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<tr>
<td>Judicial Branch</td>
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</tr>
<tr>
<td>DOE</td>
<td>7</td>
</tr>
<tr>
<td>DNREC</td>
<td>9</td>
</tr>
<tr>
<td>DSCYF</td>
<td>2</td>
</tr>
<tr>
<td>GEAR P3</td>
<td>3</td>
</tr>
<tr>
<td>GEAR</td>
<td>6</td>
</tr>
</tbody>
</table>

*Enterprise Services Delivery team includes:
- OST
- DOF
- DTI
- DHR
- OMB
- Auditor of Accounts
GFT Project Presentations

1. Environmental Justice
   Martina Johnson, DNREC

2. Psychotropic Medication Advisory Committee (PMAC) Operability
   Melissa Winters, DHSS

3. DHSS DSAAPD Training Revamp
   Rudy Bailey, DHSS
Environmental Justice is the fair treatment and meaningful involvement of all people, regardless of race, color, national origin or income, with respect to the development, implementation and enforcement of environmental laws, regulations and policies; and the equitable access to green spaces, public recreation opportunities and information and data on potential exposures to environmental hazards.
“Environmental Justice is not a task that when we are done, we put it back on the shelf. It is part of the thought process in everything we do. It is important that it is part of our DNA. And we all need to be part of the discussion.”

- Secretary Shawn M. Garvin
Create an Environmental Justice Framework that incorporates six objectives:

• Identifies criteria that defines DE environmental areas of concern and incorporates the utilization of quantitative and spatial data for decision making.

• Establishes concrete actions and strategies to improve the integration of environmental justice into DNREC operations.

• Ensures DNREC is engaging communities in the decision-making process on issues that affect or concern them.

• Establishes and expands existing partnerships to further environmental justice.

• Ensures environmental justice considerations are included in all Department natural resources and environmental protection services to minimize disparate and cumulative impacts.

• Establishes Department wide policies and practices that implements environmental justice statewide.
Environmental Justice: In Progress

1. Identifies criteria that defines DE environmental areas of concern and incorporates the utilization of quantitative and spatial data for decision making.
   - Identification of Demographic criteria
   - Development of a Delaware Spatial Mapping Tool

2. Establishes concrete actions and strategies to improve the integration of environmental justice into DNREC operations.
   - Departmentwide Environmental Justice Training
   - DNREC Internal EJ Webpage

3. Ensures DNREC is engaging communities in the decision-making process on issues that affect or concern them.
   - External EJ Webpage
   - Stakeholder Outreach Planning
     - Secretary Environmental Justice Advisory Committee
Environmental Justice: Next Steps

• Project Stakeholder Engagement

• Establish and Expand Partnerships
Environmental Justice: Challenges

• Lack of community response to engagement

• Lack of stakeholder buy-in
Environmental Justice: Needs

- Secretary Environmental Justice Advisory Committee Nominees
DHSS / Division of Services for Aging & Adults with Physical Disabilities

Psychotropic Medication Advisory Committee (PMAC) Operability Project

Dr. Melissa Winters, PsyD
PMAC Operability Project: Overview

• PMAC is an interdisciplinary group of professionals who provide consultation and monitoring of psychotropic medication use in the state run LTC facility

• Model has produced excellent measurable results

• Current project aims to operationalize the program and apply Lean process improvement approaches to sustain its use by creating a more efficient, structured program

• The ultimate goal is to create a manual or guidebook of the program to be distributed to other long-term care facilities in the community
PMAC Operability Project: In Progress

• Exploring a new process based on workflow tracking tools, task delegation, and separation of clinical components vs. regulatory audits
• Clarifying data points needed to expedite data gathering
• Creating Job Breakdown Sheets (JBS) for each committee member
• Using change management techniques to:
  – Establish relationships with new providers
  – Build committee member productivity
  – 4-Blocker updates routinely provided to leadership
PMAC Operability Project: Next Steps

• Analyze current documentation process integrated into electronic charting system (ECS)

• Assess opportunity for configuration of a potential electronic medical record (EMR) being considered by several Divisions
  – Behavior monitoring documentation practices could be useful for all Divisions who are considering the new EMR system
  – Makes practical and financial sense to request that these documentation practices be built into the system from the start

• Use data management resources to:
  – Improve PMAC efficiency
  – Strengthen reliability of data
  – Provide quality control to minimize potential for errors
PMAC Operability Project: Challenges

Two primary challenges include:

- **Team time constraints**
- **Data (quality, efficient access, reliability, visual display, etc.)**
PMAC Operability Project: Needs

- Shared data gathering and reporting resources
- Collaboration to configure electronic medical record system to enter, access, and better utilize data
- Ability to collaborate with private sector partners and other agencies who have done, or are doing, similar work
DSAAPD Training Unit
Re-Organization
Division of Aging Adults w/Physical Disabilities

Process improvement project impacting training services being offered to division-wide employees
## Project Overview

<table>
<thead>
<tr>
<th>Project</th>
<th>Purpose Rationale for Project</th>
<th>Particulars Targets of Change</th>
<th>People</th>
</tr>
</thead>
</table>
| 1. Increase utilization of voluntary training events. 2. Improve the design and delivery of DSAAPD-specific training course offerings and training unit capacity to serve all levels of employees. | Mandatory trainings are based on topics dictated by outside agencies.  
Voluntary trainings are underutilized but are just as important and can actually help prevent the need for some mandatory trainings.  
Topics covered in voluntary events can build a stronger workforce with increased sense of professional efficacy and a better professional quality of life. | 1. Attitude toward the importance of training  
2. How topics are chosen and planned  
3. Types of trainings offered  
4. Communication about what’s available | Division-wide |
Project in Process

*What is being done currently, to advance this project?*

- Collaborate with the DSAAPD Planning Unit, Executive Leadership, Supervisors, and staff to design, plan, and implement more meaningful training course offerings.
- A strategic Training workplan has been established with a projected 12 - 24 month timeline.
- Building the “Growth Tracks” training course offerings
- Maintain a Project Plan that includes all tasks, roles, and responsibilities to deliver a successful project outcome.
- Continue to meet with key stakeholders, updating the Project Plan with a deliverables status and communication updates.
Next Steps

What are the next steps in the process to be undertaken (and when are these steps going to be taken)?

Training Revamp Project

RAISE-IT - Reform Alignment & Intrinsic Staff Engagement in Training

Current State

Transition State

Future State

Particular Targets of Change

1. Cultivate an improved perception/attitude towards the importance of training and continuous learning.

2. Successful implementation of DSAAPD -centric “Growth Tracks”.

3. Strengthen training unit’s capacity to meet DSAAPD training needs and support various strategic organizational/change management initiatives.
Challenges

What are potential obstacles to the next steps or to the project as a whole?

1) Difficulty with internal staffing due to recent retirements, resignations.
2) Counteracting organizational culture and workflow issues.
3) Acceptance and Implementation across the Division
What, if anything, does the project need or want from the GEAR Board that will help make this project succeed?

- Awareness - No needs from the GEAR Board
- Implementation responsibility is within the DSAAPD Training Unit to carry forward project goals.
THANKS FOR LISTENING!

ANY QUESTIONS?
• Open Topics Discussion – Board

• Public Comment
Contact

Please direct any inquiries about the Delaware GEAR program to:

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Exec Director of Government Efficiency & Accountability Review (GEAR)  
Department of Finance

Bryan Sullivan (bryan.sullivan@Delaware.gov)  
Director of Management Efficiency  
Office of Management and Budget  
Budget Development and Planning

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Asst. Director of Government Efficiency & Accountability Review (GEAR)  
Department of Finance