

# Government Efficiency and Accountability Review (GEAR)

GEAR27 Board Meeting  
January 11<sup>th</sup> 2022



<https://GEAR.Delaware.gov/>

# Agenda

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15 min

1. Introductions/Roll Call
2. Old Business
  - Review and Approve Minutes
  - 2022 Schedule

3. New Business

90 min

4. Enterprise Services Delivery
5. GEAR Field Team
6. Open Topics Discussion – Board
7. Public Comment
8. Adjourn

# Introductions

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## Roll Call

# Old Business

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## Review/Approve Minutes from Prior Board meeting

*Final draft version sent to Board for review January 6<sup>th</sup>, 2022*



# Old Business

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## 2022 GEAR Board Schedule

Month	Date & Time	Location and/or Virtual
January	Tues, 1/11 at 10 am	Virtual
March	Tues, 3/16 at 10am	TBD
May	Weds, 5/18 at 10am	TBD
July	Tues, 7/12 at 10am	TBD
September	Weds, 9/13 at 10am	TBD
November	Tues, 11/16 at 10am	TBD

Meetings will be held both in person and virtually.  
Detailed information will be provided prior to meeting date.

Please contact Bobbi DiVirgilio at 302-577-8546 or [bobbi.divirgilio@delaware.gov](mailto:bobbi.divirgilio@delaware.gov) for more information



# New Business

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- 2022 Opening Comments
- 2021 Annual Report – Thank You!
- Measuring the effectiveness of GEAR
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Task Force continue regular meetings
- GEAR Continuous Improvement Practitioner (CIP)
  - Cohort #2 - 15 complete training 2/3/22
  - Cohort #3 - Applications being processed
- GEAR Field Team
  - 45 member upon cohort #2 graduation
  - Continued emphasis on quantifiable outcomes in 2022



# Deep Dives

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## Enterprise Services Delivery Team



**IT Efficiency – Secure End User Services  
GEAR PRESENTATION  
January 11, 2022**



# Secure End User Services

## SEUS...share the message!

Secure End User Services (SEUS) equitably delivers the essential technologies and tools for a productive, secure State workforce. Agencies and workers benefit from standard enterprise tools, security, training, governance, and 24x7x365 support. SEUS is comprised of six enterprise components: Service Desk, Desktop, Network / Connectivity, Voice Services, Email / Collaboration, and Security Suite. These critical services are funded by a consumption-based (per-employee/month) cost recovery model.

**Brand Logo**



# Secure End User Services Delivery – Operational Model



# SEUS Roadmap

## FY 2025

### ITC-BY-SERVICE IMPLEMENTATION

- SEUS PRODUCTION: DHSS, DOE, DELJIS, DOC
- *SEUS centralization complete for in-scope agencies*
- *Address opt-in requests*

## FY 2024

### ITC-BY-SERVICE IMPLEMENTATION

- SEUS PRODUCTION: Pensions, DEMA, DSP
- *Shared service cost model*
- *SEUS process standardization*

## FY 2023

### PHASED SEUS IMPLEMENTATION

- SEUS PRODUCTION: DSCYF, DOL, Legacy ITC Agencies
- *Cost model system changes*
- *ServiceNow Procurement, Risk, Compliance modules*
- *Agency Dashboard*
- *Workforce modernization*

## FY 2022

### SECURE END USER SERVICES

- SEUS PILOT: OMB and DHR
- SEUS PRODUCTION: DSHA
- *Memo billing process*
- *ServiceNow workflows, CMDB*
- *MoU, Partner Service Agreement*
- *Onboarding/transition plan*

## FY2021

### STRATEGIC PIVOT

- FROM ITC BY AGENCY TO ITC BY SERVICE

LEGEND:  
SERVICE IMPLEMENTATION  
*Anticipated Feature Implementation*

# SEUS Shared Services Cost Model

Chargeback Cost Model	Current	Future
<b>Cost Model</b>		
Cost Model Framework	CapEx	OpEx
Full-Service Costs	No	Yes
Standard Rate	No	Yes
Consumption Based	Partial	Yes
GF vs. SF agencies	GF = Non-Billable SP = Billable	Billable As IT Services Received
ITC Personnel Billing	Yes	No
Service Rate Annual Review Process	No	Yes
<b>Billing Method &amp; Process</b>		
SLA - PPS Contract required	Yes	Yes
SLA - Standard & Consistency	Partial	Yes
DTI Billing System*	TCMS - NICUS EMS	TCMS - NICUS EMS
IT Service Billing Report	NICUS: BILL.300 Billing Details By Consumer EMS: Billing Summary by Cost Center	NICUS: BILL.300 Billing Details By Consumer EMS: Billing Summary by Cost Center
Bill agencies thr FSF Auto - IV process	Yes	Yes
AIV Billing Frequency	Monthly	Monthly
*Note: TCMS-NICUS is the DTI chargeback billing system for IT Services billing except Telephone Service EMS is the DTI telephone service billing system		

# SEUS Program Execution

## Methodology:

- Repeatable implementation plan applicable to all agencies
- Collaborative execution methodology using Teams Planner
- Implementation planning across 11 work streams (centralization and operational readiness)
- Executive dashboard and progress metrics
- OMB/DHR Pilot with continuous improvement review



## Communication Strategy:

- Agency Roadshows (Feb.)
- Relaunch IT Centralization website with focus on SEUS (Jan.)

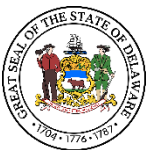


**contact us**

**Jason Clarke, Chief Information Officer**  
[Jason.Clarke@Delaware.gov](mailto:Jason.Clarke@Delaware.gov)

**Justin Day, Chief of Partner Services**  
[Justin.Day@Delaware.gov](mailto:Justin.Day@Delaware.gov)

**[Visit us at DTI.Delaware.gov](http://DTI.Delaware.gov)**



# Deep Dive

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# Human Resources Services Delivery

DHR Deep Dive Presentation to GEAR  
January 11, 2021



# Department of Human Resources

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- Projects focus on five areas
  1. Centralizing and standardizing the delivery of services.
  2. Modernizing the delivery of services using technology.
  3. Reducing health care costs.
  4. Training, developing and recognizing the great work of employees.
  5. Streamlining human resources processes using process improvement strategies.
- Initiatives underway
  - Automating the Delaware Learning Center Helpdesk
  - Providing LGBTQ+ tool kits and the ability to request preferred first names
  - Creating trauma-awareness training
  - COVID-19 Vaccination and Testing Certification and Verification

# HR Centralization

## Overview

- Manage the COVID-19 vaccination and testing certifications and verifications.
- Implement an Employee Success Center as a one-stop-shop for employees' human resources needs.
- Centralize and standardize policies and procedures.



# COVID-19 Vaccination and Testing Certification

## Progress

- Executive Branch employees required to certify either fully vaccinated or have COVID-19 test within the past seven days.
- DTI provides DHR random list of employees. Secure link provided to HR Leads to pull weekly reports. HR staff contacts randomly chosen employees to provide proof of vaccination or testing.
- As of 1/4/2022, 83.8% (13,915) Executive Branch employees attested to being fully vaccinated
- 1,503/13,915K (10.8%) employees are testing weekly
- DHR continues to work with DTI to automated the system to eliminate paper forms submitted by employees without access to technology.

COVID-19 Vaccination and Testing Updates for Long-Term Care Facilities, Health Care Facilities, and State Employees

Governor John Carney | Office of the Governor | Date Posted: Thursday, August 12, 2021

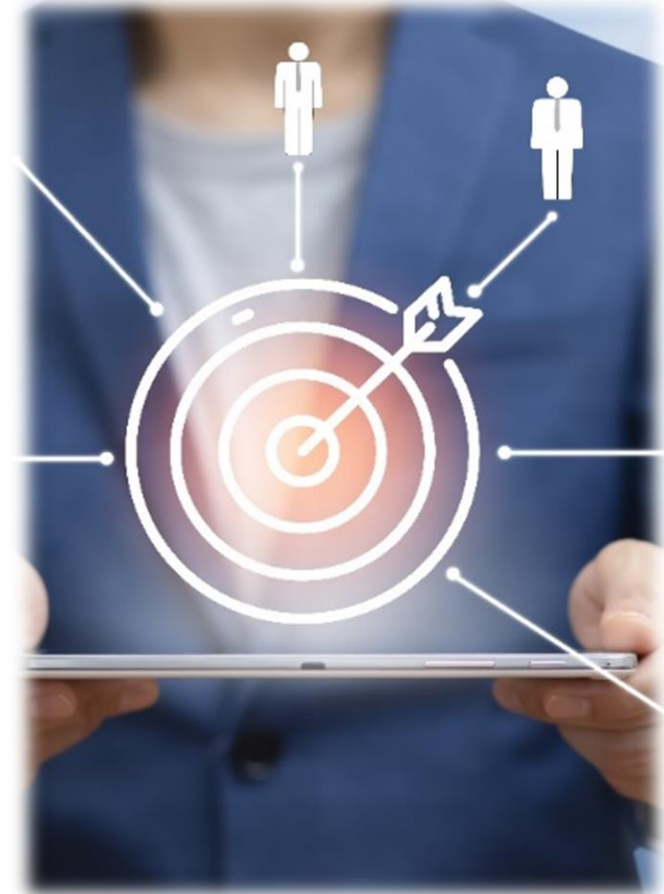


*“There’s no better way to protect our most vulnerable neighbors from this virus than getting the COVID-19 vaccine,”*  
- Governor Carney

# HR Centralization

## Progress

- Employee Success Center – On hold pending business analysis
- Centralized policies and procedures
  - Developed and implemented 18 new and revised policies and procedures including COVID-19 - related, telecommuting, leave, and several related to respect and workplace culture
  - Standardized 26 forms and developed frequently asked questions
  - Use the Delaware Learning Center for policy acknowledgements



“To give state employees a greater voice in decisions that affect them, encourage diversity within personnel and of opportunity in the state workplace, and ensure uniform enforcement of policies.” - **Governor Carney**

# HR Centralization

## Next Steps

- Employee Success Center - map intersection of DHR business processes
- Centralized policies and procedures – on deck
  - LGBTQ+ toolkit-related procedures
  - Recruitment and hiring procedures
  - New employees orientation/onboarding processes



## CORONAVIRUS (COVID-19)

On March 13, 2020, in preparation for the possible community transmission of coronavirus (COVID-19), Governor Carney declared a [State of Emergency](#) due to a Public Health Threat. [Modifications](#) to this declaration and [Additional Orders](#) have subsequently been issued.

The Department of Human Resources created this single resource page to update state employees on the latest information regarding policies, practices and procedures related to COVID-19. This information can also be found in appropriate locations throughout DHR's website. The safety and well-being of state employees is our first priority. Information on this page will continually be updated as new information becomes available. Please be sure to check back often.

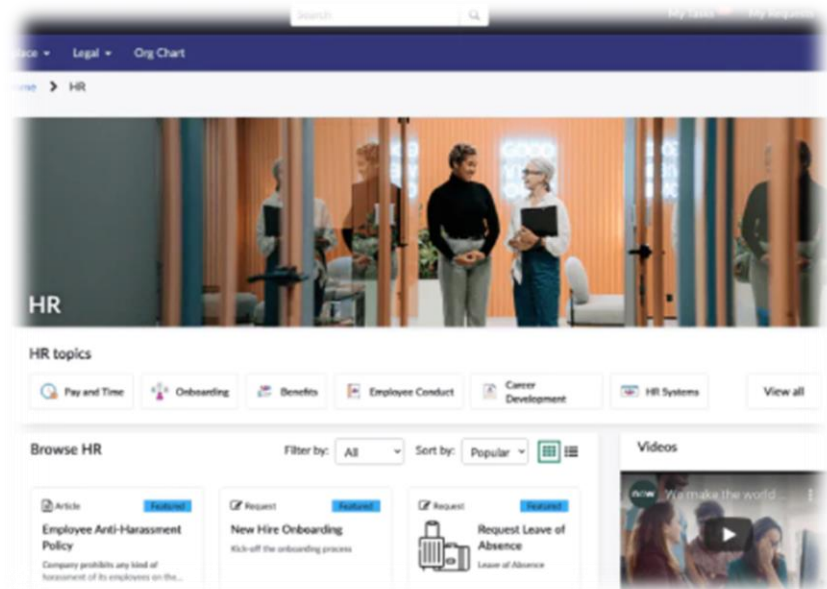
Questions or concerns should be discussed with your supervisor or with your agency HR representative.

### Vaccination and Testing Certification

- [COVID-19 Vaccination and Testing Policy and Procedure](#)
- [COVID-19 Vaccination and Testing FAQs](#)
- [COVID-19 Testing Certification Form](#)
- [COVID-19 Vaccination Certification Form](#)
- [COVID-19 Religious Accommodation Request Form](#)

### Guidelines & Policies

- [Returning to the Workplace Guidance for Employees](#)
- [COVID-19 Coronavirus FAQs for State Employees](#)
- [COVID-19 Families First Coronavirus Response Act – State of Delaware Guidance](#)





# HR Centralization

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## Challenges & GEAR Board Request

- Support funding and project management to implement an Employee Success Center.
- Support the implementation of centralized policies and procedures.



# Modernize Human Resources Delivery

## Overview

- Centralize Timekeeping
- Delaware Learning Center Help Desk
- Centralize Classification, Recruitment, Hiring, Onboarding and Off-boarding System
- Electronic Employee Records
- Labor Relations Salesforce System Review
- Classification/Compensation Workflow Tracking System
- Employee Relations Business Process Tracking



*"We must do things differently than we've always done them and find smarter ways to operate more efficiently..."*

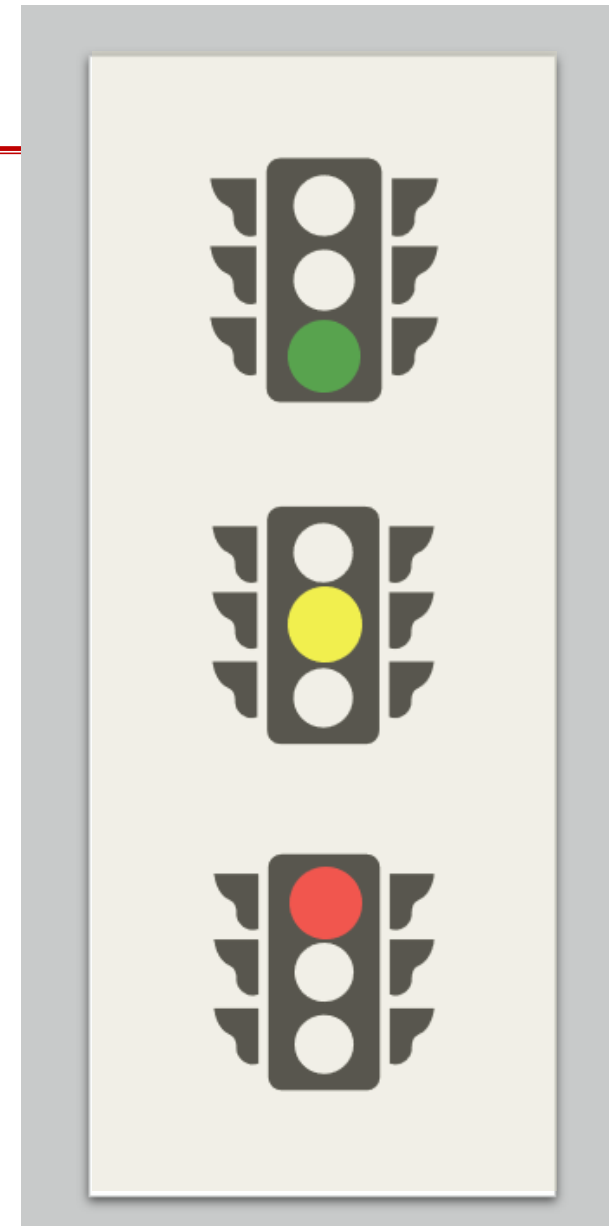
*- Governor Carney*



# Modernize Human Resources Delivery

## Progress

- Centralized Timekeeping
- Delaware Learning Center Help Desk
- Electronic Employee Records
  
- Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System
- Labor Relations Salesforce System Review Phase 2
  - Web Request Form for Step 3 Grievances and Appeals (Pending funding \$)
  - Expand Salesforce for Step 1, Step2, and Complaints at agency level mapping and requirements gathering underway
- Classification/Compensation Workflow Tracking System
  
- Employee Relations Business Process Tracking





# Modernize Human Resources Delivery

## Next Steps

Project	Details
Centralized Timekeeping	Implement Phase VI agencies
Delaware Learning Center Help Desk	Quote and SOW from Vendor received 1/4/2022
Electronic Employee Records	Schedule meeting to review quote
Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System	Finalize gap analysis
Labor Relations Salesforce System Review	Web request form and requirements completed (funding); agency DHR staff to review draft process map for Step 1 & 2 grievances and complaint process
Classification/Compensation Workflow Tracking System	Last meeting 1/4/2022; working on reporting and dashboard requirements
Employee Relations Business Process Tracking	10/21 project placed on hold by DTI pending DHR hiring business analyst



# Modernize Human Resources Delivery

## Challenges –

Project	Details
Centralized Timekeeping	Convince remaining DHR supported agencies to implement eSTAR Phase VI
Delaware Learning Center Help Desk	Reviewing quote
Electronic Employee Records	Lifting and moving solution to the cloud
Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System	PHRST/ERP indicated existing solution cannot meet all the requirements; need to finalize the RFP and/or request sole source purchase.
Labor Relations Salesforce System Review	Seamless implementation and interface with existing system and MERB website, and funding for project implementation.
Classification/Compensation Workflow Tracking System	Finalizing the requirements and support for solution to automate this manual process
Employee Relations Business Process Tracking	Hiring business analyst with knowledge of HR processes and DTI solutions



# Modernize Human Resources Delivery

## GEAR Board Requests

Project	Details
Centralized Timekeeping Delaware Learning Center Help Desk Electronic Employee Records	Continue to support these projects through implementation; including encouraging leadership remaining agencies to implement eSTAR.
Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System Labor Relations Salesforce System Review Classification/Compensation Workflow Tracking System	Ensure the recommendations and paths forward enable automation of manual processes and meet or exceed functional and non-functional requirements. Support funding for DHR technology.
Employee Relations Business Process Tracking	Support DHR's need for project manager to continue the work started by the ER workgroup.

# Train, Develop, and Recognize Employees

## Overview

- GEAR-P3 Innovation & Efficiency and Trailblazer awards
- Continuous Improvement Practitioner Certification (CIP) Program
- iLEAD Delaware Leadership Program



# Train, Develop, and Recognize Employees

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## Progress

- GEAR-P3 Innovation & Efficiency and Trailblazer Awards
  - 3rd year of implementation
  - Working to coordinate timelines and streamline the process.
- Continuous Improvement Practitioner Certification (CIP) Program
  - 21 employees completed program June 2021
  - 15 participants in Fall 2021 cohort to be completed in February 2022.
  - Nomination's submissions closed 1/10/2022.
- iLEAD Delaware Leadership Program
  - Leadership Essentials launched March 2021 – 175 completed and 275 in progress
  - Frontline Leadership launched July 2021 – 109 approved and enrolled
- Supervisory Development Certificate Program ended 12/31/2021.



# Train, Develop, and Recognize Employees

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## Next Steps

- GEAR-P3 Innovation & Efficiency and Trailblazer awards – streamline the awards processes, including obtaining matching funds.
- Continuous Improvement Practitioner Certification (CIP) Program –Spring 2022 cohort to begin in March. Funding available for one cohort beginning Fall 2022.
- iLEAD Delaware Leadership Program – develop the training program details for the Project and Process Leadership and Organizational Leadership programs and seek funding source for the programs (pending funding)





# Train, Develop, and Recognize Employees

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## Challenges

- GEAR P3 Innovation & Efficiency and Trailblazer awards
  - Ensure smooth implementation
  - Ensure private sector matching funds
- Continuous Improvement Practitioner Certification (CIP) Program
  - Funding to support the need to build the State's bench strength of employees with the skills to lead and improve the efficiency and effectiveness of government processes and programs
  - Employees available to participate in the program
  - Funding available for one cohort
- iLEAD Delaware Leadership Program additional phases
  - Provide continuous improvement to CIP graduates including training on project and process leadership.
  - Develop State agency's future organizational leaders.
  - Funding needed for this higher-level leadership training.





# Train, Develop, and Recognize Employees

## GEAR Board Requests

- GEAR-P3 Innovation & Efficiency and Trailblazer awards – continue to promote the GEAR-P3 awards to the Governor’s Cabinet and partner with the business community to support the programs.
- Continuous Improvement Practitioner Certification (CIP) Program – Support \$100K increase to the FSQIF to support the implementation of the Project and Process Leadership iLEAD Program and to train up to 30 employees annually to prepare the State’s future project and process leaders.
- iLEAD Delaware Leadership Program – Support \$100K increase to the FSQIF support implementation of the Organizational Leadership to prepare our leadership in State agencies.



STATE OF DELAWARE  
CONTINUOUS IMPROVEMENT  
PRACTITIONER (CIP)  
CONNECT COMMUNITY

IN PARTNERSHIP WITH  GEAR



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# QUESTIONS?



# Deep Dives

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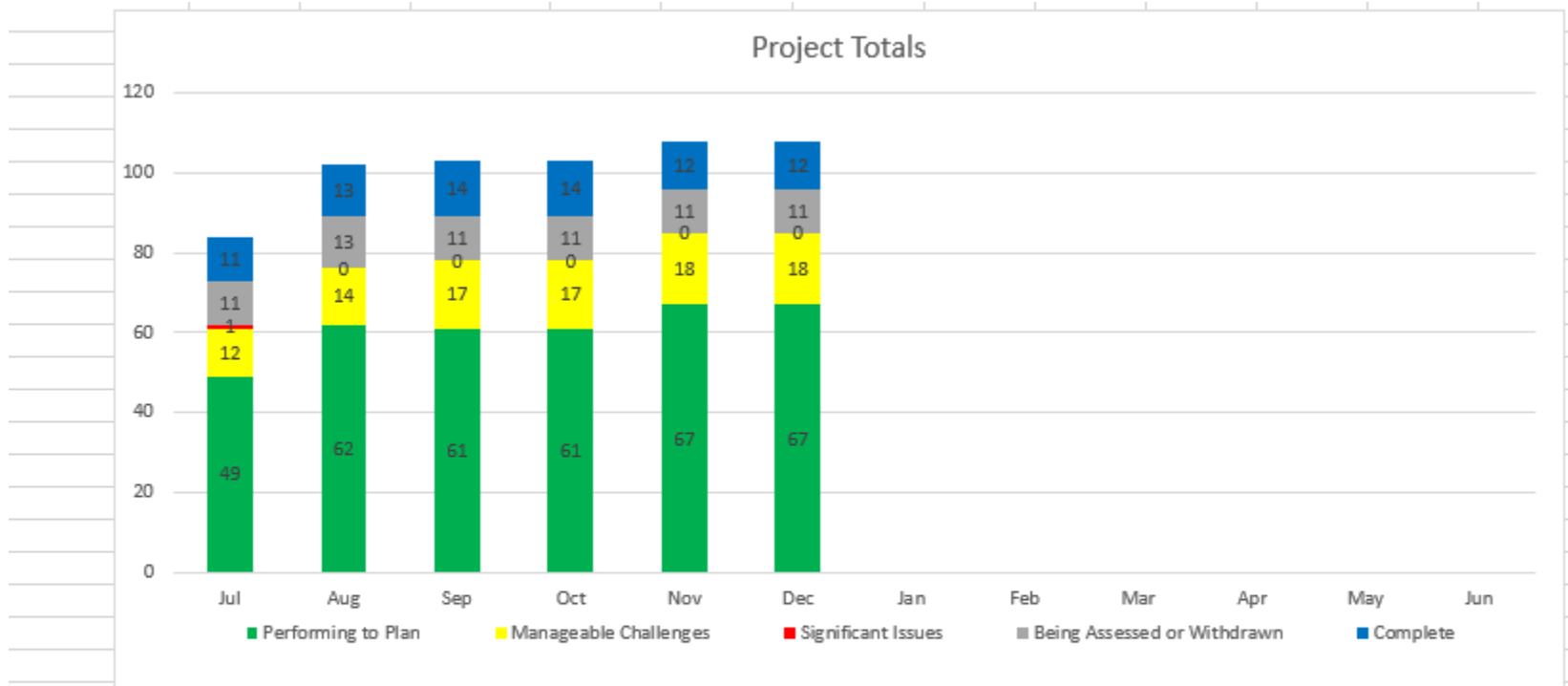
## **GEAR Field Team** January 2022 Update

# GEAR Portfolio

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- 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 withdrawn
    - Blue Project complete
- 108 total projects

# GEAR Portfolio Projects by Project Health



	SFY 2022											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Total Projects</b>	84	102	103	103	108	108	0	0	0	0	0	0

# GEAR Portfolio Projects by Organization

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- DHSS 21
- DDL 2
- Judicial Branch 8
- DOE 7
- DNREC 10
- DSCYF 2
- ESD\* 49
- GEAR P3 3
- GEAR 6

**\*Enterprise Services Delivery team**

**includes:**

- OST
- DOF
- DTI
- DHR
- OMB
- Auditor of Accounts

# GFT Project Presentations

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1. Dolly Parton's Imagination Library (DPIL) project
2. Quality Service Reviews Interpretive Guidelines Project
3. Delaware Learning Center Help Desk Tracking project

**Sheri Brown, DDL**

**Laurie Souza, DHSS**

**Jim Robinson, DHR**

## Division of Libraries

# Dolly Parton's Imagination Library (DPIL)

Gear Meeting Presentation  
January 11, 2022



# Program Overview

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Through Delaware Libraries' DPIL program, a free book is mailed monthly to children from birth up to their 5th birthday. The purpose is to instill the reading and library habit, which aligns with the Delaware Communities Of Excellence (DE COE) goal of creating equity through literacy.

Delaware's DPIL is a program of [First Lady Tracey Quillen Carney's First Chance](#) initiative.

# Overview

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## **Strategic Objective:**

Register 100% of Delaware's preschoolers.

## **Tactical Goals:**

- Increased access and timely resolution to inquiries.
- Additional registrations through ease, simplification and effective promotion.

# Progress

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- Links for registration and inquiries were added to Delaware Libraries home page and DPIL Libguide.
- Process was redesigned to allow for parent/public inquiries to be addressed through Ask a Librarian DE (LibAsk software).
- Large spikes in registrations following promotion by Governor.
- Hospital newborn registration partnerships now enroll 80% of Delaware newborns.
- Outreach to families with children under 5 through childcare centers and other organizations underway.
- Stretch goal is 100% of DE preschoolers. The Dollywood Foundation says typical community achievement is 60% registration. Delaware has achieved about 35% so far.

# Next Steps

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- Continued testing of DPIL and Delaware Libraries access through test parent account.
- Begin to identify data available through LibAsk software.
- Determine data to be tracked and monitored for effectiveness and continuous improvement.
- Feature Dolly Parton, for example put Dolly on billboards. Will Dolly's effect be the same or greater than the Governor?
- Work with remaining hospital systems to register 100% of DE hospital newborns by FY 2023.
- Expand outreach efforts to include state service centers in Q3 & Q4 of FY 2022

# Challenges

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- Limitations of DPIL software, including non-intuitive format for parents/public to access the affiliate (DDL) for help.
- Staff resources needed for timely response to growing number of registered families and inquiries.

# GEAR Board Ask

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- More timely data sharing. Our current birth rates per zip code (received in 2019) are 2013-2017. In some parts of the state, we are getting more accurate birth rate data from DPIL than what is currently available to us.
- Promotion of DPIL and DE Libraries, My First DE Library Card and Super Card.

**Division of Developmental Disabilities Services  
Office of Service Integrity**

**Quality Service Reviews  
Interpretive Guidelines Project**

Gear Meeting Presentation  
January 11, 2022



# Service Description

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- Program Evaluators conduct Quality Service Reviews (QSRs), to determine compliance for services rendered under the HCBS Waiver.
- A score of 86% or higher on a Quality Service Review drives compliance.

# Performance Measures

Tag #	Performance Measure		FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4
C-a-2	The percent of provider sites determined to be in compliance with provider qualification standards for Home and Community Based Services.	# Licensed Provider QIPs in Compliance	26			
		# Licensed Provider QIPs Reviewed	32			
		% In Compliance	81%	0%	0%	0%

Tag #	Performance Measure		FY22 Q1	FY22 Q2	FY22 Q3	FY22 Q4
C-b-1	The percent of providers not required to be licensed/certified determined to be in compliance with DDDS Provider Standards for HCBS.	# Of non-licensed QIPs in compliance	97			
		# Of non-licensed QIPs reviewed	100			
		% In Compliance	97%	0%	0%	0%

# Project Purpose

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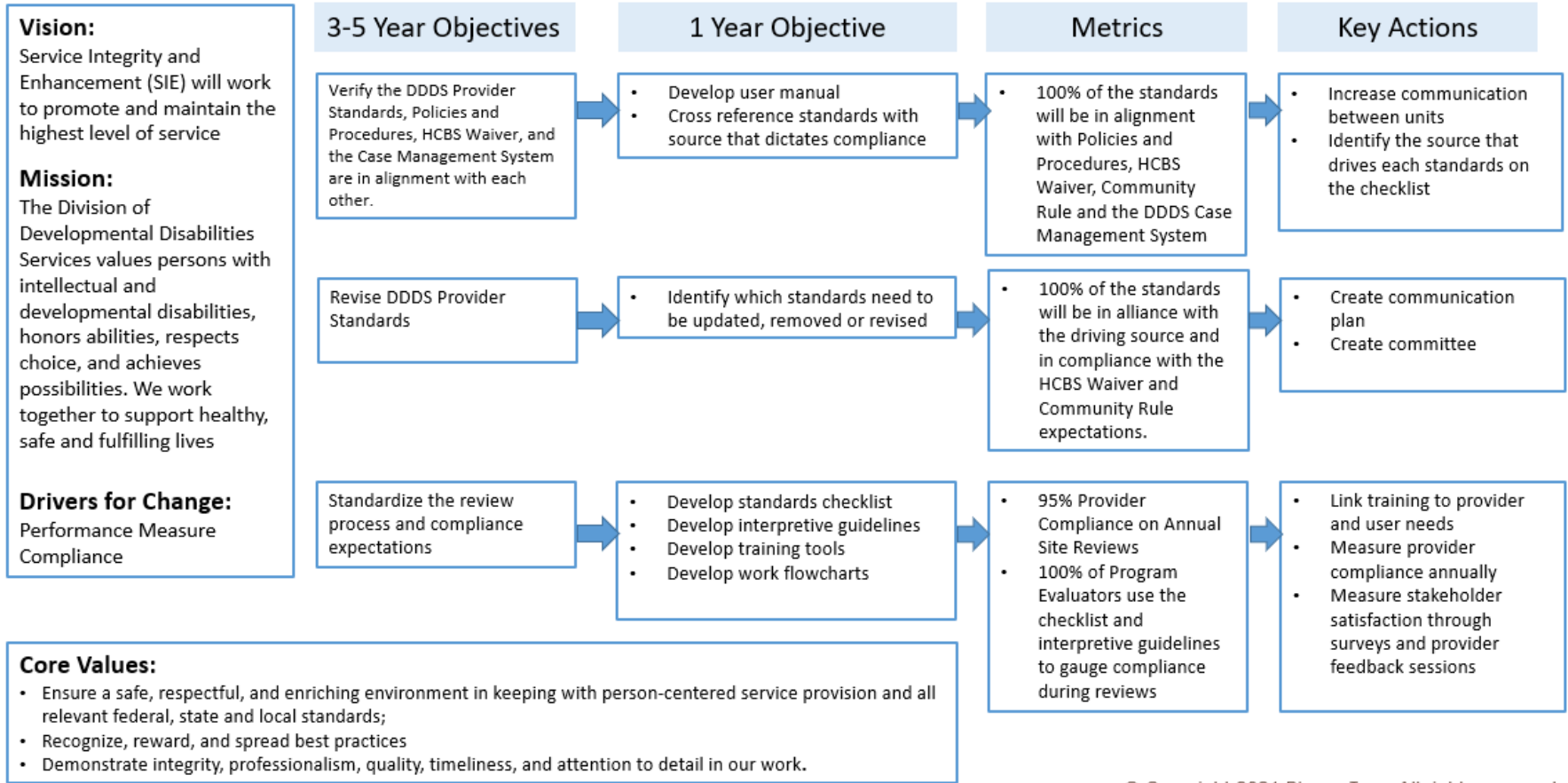
- Align DDDS Standards with:
  - DDDS Policies and Procedures
  - HCBS Waiver
  - Division of Health Care Quality Licensing Requirements
  - State and Federal Regulations
  - Community Rule
  - Board of Nursing
  - Limited Lay Administration of Medications curriculum (LLAM)
  - Center for Medicare and Medicaid Services (CMS)
  - Centers for Disease Control (CDC)
  - DDDS Case Management System
  - Best Practice
- Increase providers compliance score on QSRs to 86% or greater
- Standardize the review process

# Service Integrity Strategic Framework

## “Organization” Strategic Framework FY2021

Rev. DATE: 5/15/2021

Strategy Summary: Standards Checklist & Interpretive Guidelines



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# Sample

1.7.2	At least one billable note must be maintained for each service delivered, each service day.	<p><b>Source:</b></p> <ul style="list-style-type: none"><li>• <b>Electronic Record</b></li><li>• <b>HCQ Regulation 4.2.7</b></li><li>• <b>THERAP Training Module: ISP Data Reports – Clinician</b></li><li>• <b>THERAP Training Module: Billing Summary</b></li><li>• <b>THERAP Training Module: Attendance Summary</b></li><li>• <b>BIAR Report</b></li></ul> <p>Pull 3 months’ worth of data to ensure the provider submitted one Home &amp; Community note for each service for each day the service was delivered. Review documentation to confirm if the service recipient was admitted into the hospital, went on vacation, home with family, or was absent from the program for any reason.</p> <p>Service dates and attendance can be verified utilizing the attendance module, billing summary and/or BIAR Reports.</p> <p><i>Residential services are delivered 365 days per year unless the service recipient was hospitalized, with family, or on vacation.</i></p> <p><input type="checkbox"/> Yes    <input type="checkbox"/> No</p>
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# HCBS Services

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- Residential
  - Licensed Neighborhood Home (NH)
  - Community Living Arrangements (CLA)
  - Supported Living (SL)
- Day Services (Facility & Non-Facility)
  - Day Habilitation (DH)
  - Prevocational (PV)
  - Supported Employment (Individual & Group) (SE)
  - Community Participation (CP)

# Overview

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- Issues:
  - Program Evaluators used different methods, tools, or guidance when determining compliance
  - Lack of training tools for new staff
  - New Providers not knowing what drives and determines compliance
  - Not all standards are used for each review type

# Progress

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- Checklist & Interpretive Guidance
  - Opening a new site
    - NH, CLA, & DH pilot completed/final documents issued
  - Annual NH, CLA, SL & DH
    - Drafts completed
    - Pilot Started
  - Annual SE, PV, & CP
    - Developing interpretive guidance
- Issued memos to contracted providers with updates and clarification
- Held provider awareness meeting to review and address questions and concerns regarding updates
- Met with HCQ and the DAG's office to clarify state regulations

# Next Steps

## Oversight and Monitoring

### Data Unit:

- Pull quarterly and annual F.Y. reports from WellSky extracting information from the following data fields
- Create Pivot tables to calculate data

Provider	QIP ID	DDDS Program Evaluator	QIP Service Type	QIP Review Type	QIP Fiscal Year	QIP Status	QIP Review Date	QIP Due Date	QIP Remediation Due Date	QIP # of Findings	QIP Initial Compliance Score
Pull from Provider Tab	Pull from QIP Tab	Pull from QIP Tab	Pull from QIP	Pull from QIP	Pull from QIP	Pull from QIP	Pull from QIP	Pull from QIP	Pull from QIP	Pull from QIP	Pull from QIP

### SI Program Administrator:

- Compare compliance scores for current F.Y. against future F.Y.
- Identify reviews that received a compliance score of 85% or less
- Identify standards for which multiple providers are consistently being cited
- Monitor performance measures C-a-2 and C-b-1 for compliance

# Next Steps

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- Create checklist & interpretive guidelines for lead/provider reviews
  - Staff Training
  - Provider Policies & Procedures
  - Staff onboarding, including background checks, drug screenings, PPD checks
- Revise/Update Provider Standards
- Share documents with contracted providers so they can use them to conduct internal audits

# Challenges

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- Continuous policy, system and waiver changes that impact the guidance
- Conflicting or unclear information
- Staffing issues

# Conclusion

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- The checklist defines which DDDS Provider Standards should be reviewed to determine compliance for each review type/service type
- The Interpretive Guidelines bring uniformity and compliance across the state for internal and external stakeholders

# GEAR Board Ask

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- GEAR Board—what, if anything, does the project need or want from the GEAR Board that will help make it succeed?
  - Continued support and training



# Delaware Learning Center (DLC) Help Desk Ticketing Solution



DELAWARE LEARNING CENTER

# DLC Help Desk Ticketing Solution

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## Overview

- DHR does not have an automated and standardized method to manage and track incoming Delaware Learning Center (DLC) system support requests from their customers (State employees, agencies system administrators, community partners/citizens)
  - Since the DLC was deployed in 2015, DHR has been using email and phone calls to manage and track 10,000+ requests that come in each year
  - Most of the requests are multiple faceted with numerous interactions and exchanges of supporting documentation
  - DHR provides tier I and tier II support to all system users and agency training programs
  - System utilization has exponentially increased since initial implementation (40k+ users, 377K+ training registrations in 2021, 90 State agency training programs) while the staff to support has remained constant



DELAWARE LEARNING CENTER



# DLC Help Desk Ticketing Solution

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## Current State

- Non-standardized and manual process workflows
- Inefficient
  - Unable to efficiently track requests and issue resolution progress
  - Users will email same requests for support to multiple system administrators wasting productivity time
  - Supporting documents are stored in multiple locations
- No metrics or standardized reporting of issues/resolutions

## Future State

- Standardized and automated process workflows
- Single point of information and communication
- Assignment of tasks/tickets to training providers
- Metrics

# DLC Help Desk Ticketing Solution

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## In Progress

- Phase I
  - Evaluate and document existing processes
    - Flowcharts
    - Step-by-step work documentation
  - Create requirements documentation for RFP
- **Phase II (We are here)**
  - **Review SOWs and vendor quotes**
  - **Secure funding**
  - **Select vendor for implementation and support**
- Phase III
  - Work with ServiceNow (SN) implementation vendor and DTI to create catalogs, process flows
  - Modify processes to create optimized workflows incorporating the SN solution
  - Iterative process of evaluating, documenting, and redesigning workflows
  - Building corresponding forms and knowledge bank



# DLC Help Desk Ticketing Solution

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## What's Next?

### Process Optimization

Using industry best practices, create efficient and easy to use processes to report issues and/or request system support



### State of the Art Ticketing Solution

Provide method for our customers to submit requests, report issues, and find information redundancy and confusion

### Governance

Reevaluate and clarify who we support and how best to meet the customer needs



### Metrics

Analyze relevant data to ensure our Team's success and efficient platform utilization

# DLC Help Desk Ticketing Solution

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Challenges	Solutions
Project implementation timeline within the FY with staffing/resources	Apply sound project management principles to implementation effort
Finding opportunities within the solution to improve current processes	Utilize process improvement techniques to find most efficient ways to meet needs
Complete change to how support requests are submitted by customers	Employ industry leading change management techniques to changes with processes and how the changes affect system users

# DLC Help Desk Ticketing Solution

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## GEAR Board Requests

- Continue to support the Continuous Improvement Practitioner (CIP) training program as these skills are invaluable for planning a project, leading a process improvement event, and managing change.



DELAWARE LEARNING CENTER

- **Open Topics Discussion – Board**
- **Public Comment**

# Adjourn

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# Contact

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*Please direct any inquiries about the Delaware GEAR program to:*

Jim Myran ([james.myran@Delaware.gov](mailto:james.myran@Delaware.gov))

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

Bryan Sullivan ([bryan.sullivan@Delaware.gov](mailto:bryan.sullivan@Delaware.gov))

Director of Management Efficiency  
Office of Management and Budget  
Budget Development and Planning

*Please direct any inquiries about the Delaware GEAR Field Team to:*

Charles Clark ([charles.clark@Delaware.gov](mailto:charles.clark@Delaware.gov))

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

