

IT Realignment



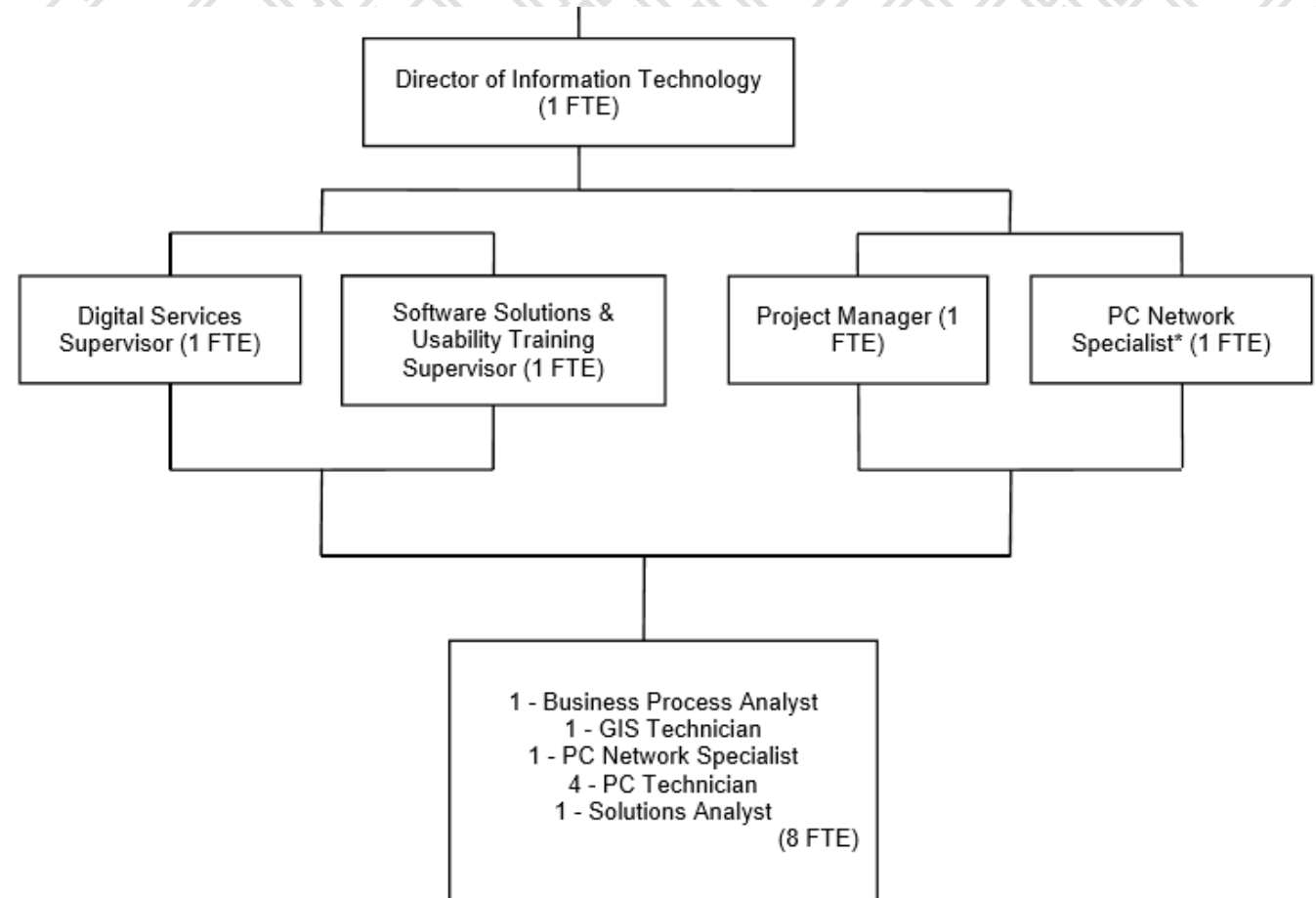
Why Change

- While IT has been receiving more positive feedback from our internal customers, three fundamental concerns persist:
 1. We can do more within the Department to get our employees engaged in their work
 - See corresponding Q12 survey results for IT
 2. Confusion over how the priority of work is established within IT; and consequently our pace of being able to deliver solutions to our customers
 - Virtual City Hall, AssetWorks, Keri Door Lock upgrade perceived as taking too long to deliver
 3. Succession planning is a priority
 - Still coping with the loss of Jandovitz, Perrone, Koenig and Gill

Q	Item	Score	Target	Score	Target	Score	Target
Q00	Overall Satisfaction How satisfied are you with your organization as a place to work?	3.57 (369)	2.92 (12)	1			
Q01	Know What's Expected I know what is expected of me at work.	4.29 (370)	3.25 (12)	1			
Q02	Materials and Equipment I have the materials and equipment I need to do my work right.	4.04 (369)	3.25 (12)	1			
Q03	Opportunity to do Best At work, I have the opportunity to do what I do best every day.	3.89 (367)	3.33 (12)	1			
Q04	Recognition In the last seven days, I have received recognition or praise for doing good work.	3.02 (352)	2.18 (11)	1			
Q05	Cares About Me My supervisor, or someone at work, seems to care about me as a person.	4.04 (359)	4.18 (11)	53			
Q06	Development There is someone at work who encourages my development.	3.61 (362)	3.33 (12)	6			
Q07	Opinions Count At work, my opinions seem to count.	3.40 (369)	3.00 (12)	2			
Q08	Mission/Purpose The mission or purpose of my organization makes me feel my job is important.	3.71 (364)	3.08 (12)	1			
Q09	Committed to Quality My fellow employees are committed to doing quality work.	3.86 (362)	2.64 (11)	1			
Q10	Best Friend I have a best friend at work.	3.14 (332)	2.90 (10)	6			
Q11	Progress In the last six months, someone at work has talked to me about my progress.	3.67 (362)	3.25 (12)	10			
Q12	Learn and Grow This last year, I have had opportunities at work to learn and grow.	3.86 (362)	3.25 (12)	1			

How did we get here?

- To the right is the Org Chart for IT over the past two years
- The idea was that the shared pool of resources at the bottom could float to the area where the highest priority work was
- We learned that this was unrealistic due to skillsets being very unique
- The result – confusion on who was setting the priorities, providing feedback and setting up development plans for the staff. We absolutely need to try something different!

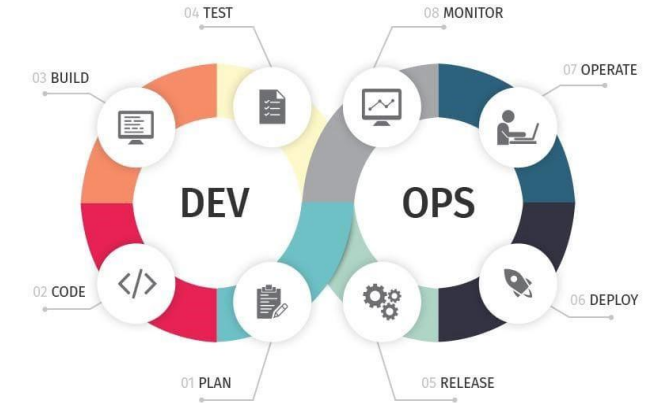
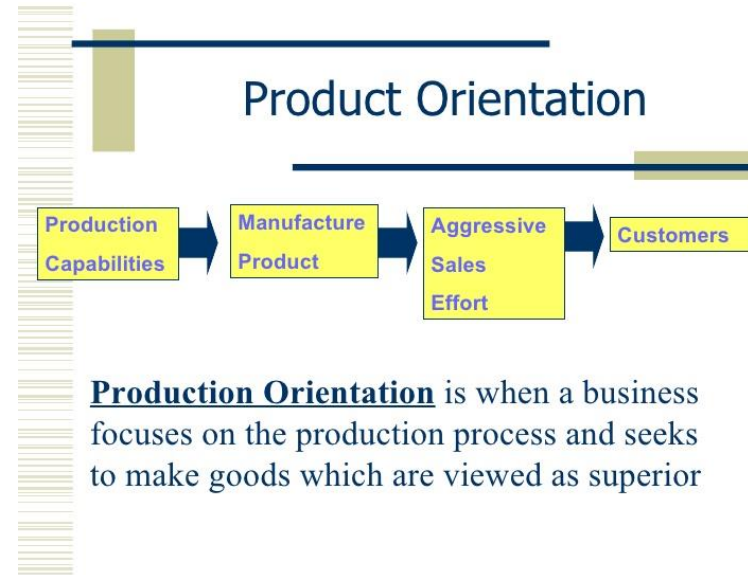
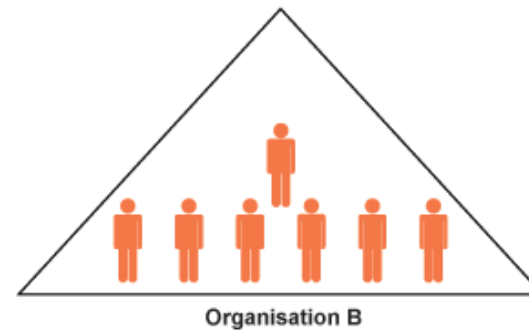
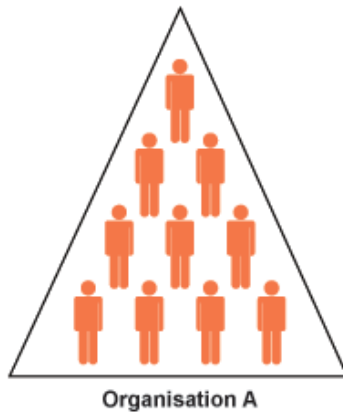
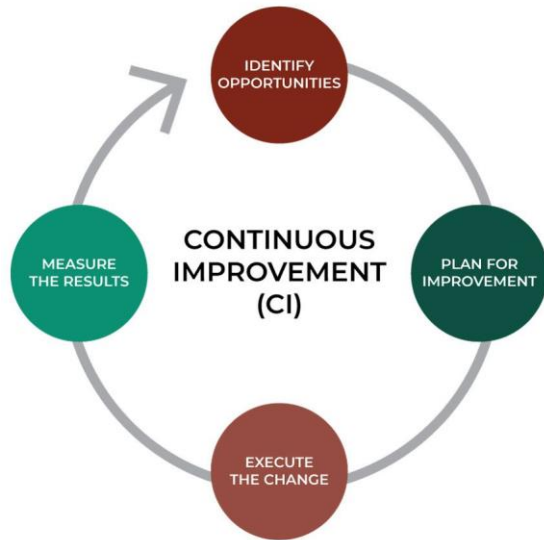


1 P.C. Network Specialist to support Police Department

Reorganizing ourselves gives us the opportunity to achieve some lofty objectives...

- Do a better job of aligning the priorities of the City (5 year strategic plan), our Departmental objectives/products, personal goals, daily activities and rewards/recognition
- Improve our understanding of what the core products/services are that our Department provides and putting forth a strategy to improve them so they stay relevant. Part of this includes leveraging a continuous improvement mindset to optimize the running of the Department
- Provide more feedback to staff members so that they can learn and grow
- The importance of sustainability. 'Good leaders run an organization when they are at the helm, great leaders make sure the organization prospers after they are gone'
- Embrace empowerment so that decisions can be made as close to where value is generated as possible
- Strive to be a valued partner (not order taker) of the customers we work with. Take a proactive approach to studying their business plans so that we can help them achieve their mission.

Some trends/concepts we researched



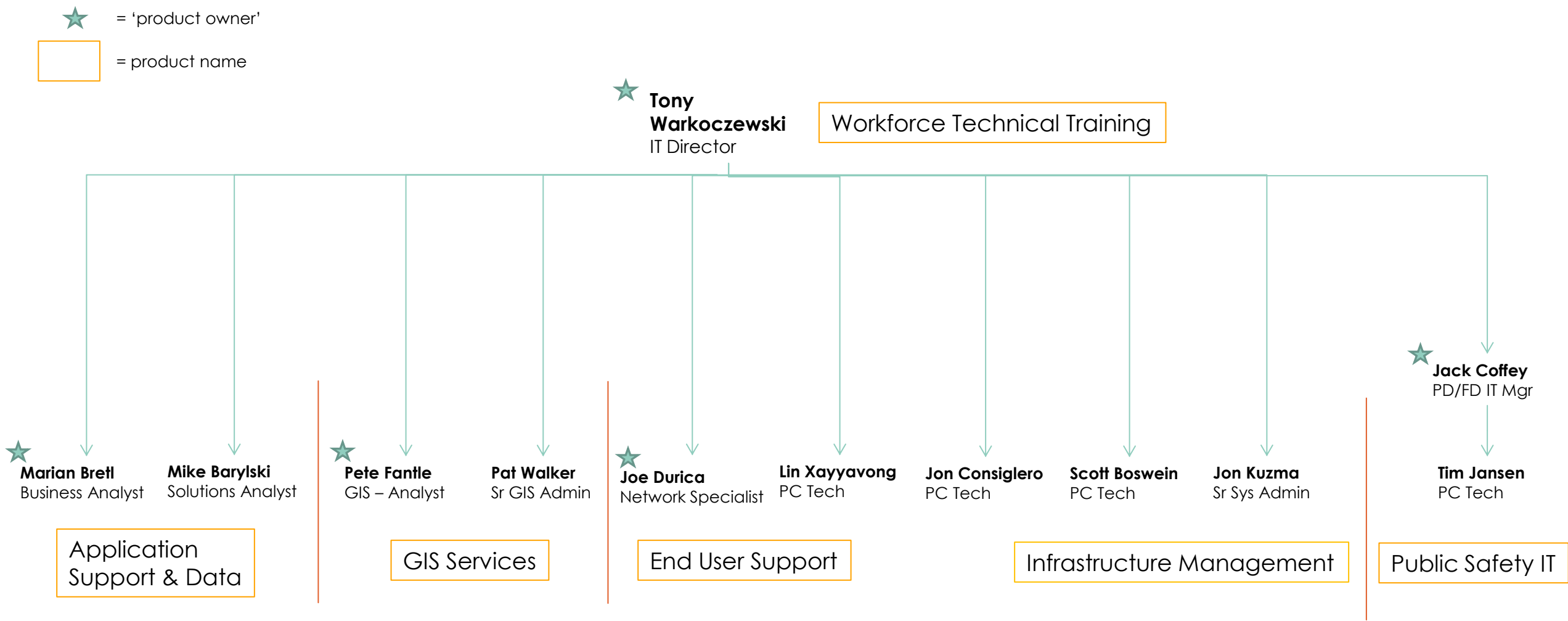
We will change the structure of the organization to be:

- **Flatter:**
 - All resource reporting directly to the Department Head
 - Department Head will handle all supervisory duties
 - The exception is our new PC Technician, Tim Jansen. He will be part of our Public Safety IT function reporting directly to Jack Coffey. Public Safety (Police & Fire) have very unique technology needs and it's best for Tim to report to the person that is most experienced in this area
- **Centered on the 6 primary products IT offers the City**
 - More detail on following slide
- **Moves our most experienced resources into strategy setting and mentoring type roles**
- **Gives opportunities to others to experience leadership type duties via the establishment of the 'product owner' role**

As documented on our Business Plan – IT offers 6 primary products to the City of West Allis:

- **End User Support**
 - Helping our customers with their daily technology needs (a.k.a 'The Help Desk')
- **Infrastructure Management**
 - Making sure all of the IT infrastructure (Network, servers, storage, etc...) is properly maintained
- **GIS Services**
 - Pulling information together on maps/dashboards to help manage the City's infrastructure and support decision making
- **Workforce Technical Training**
 - Making sure the City or West Allis workforce is skilled in using the solutions we provide them
- **Public Safety IT Support**
 - A hybrid organization that provides all of the IT support for our Police and Fire Departments
- **Application support & data integration**
 - Delivering and supporting software applications and integrating as necessary
 - Docuware, Special Assessments, MarketDrive, GCS, Property Files, etc...

Here is how it will look:



More about the Product Owner role

- Product Owner is a role, not a title or job
- Key duties include:
 - Defines the vision for the product
 - The IT Business Plan is where this vision is captured, KPI's established and results are posted
 - A product road map or 5 year plan is needed for more complex products
 - Manages the backlog (requests that are in the queue, waiting to be worked on) for the product
 - Because the product backlog will change frequently, the product owner must make the list accessible and available to all stakeholders (particularly Team Members) to make sure everyone understands the current ranking of priorities
 - Acts as a Liaison
 - The product owner is also the primary communicator and link between stakeholders and teams. As such, they have to be expert communicators, making sure there's buy-in from stakeholders on all major decisions and strategy and clear instructions and deliverables for the team members

“Those that are most accountable for delivering these products to our customers are now empowered to make the decisions on how work is prioritized to make the products better”

Job changes

- Jon Kuzma
 - Remove supervisory duties but add in 'IT technical strategy' type duties. Continue to mentor/teach junior staff members
 - Job title will shift to Sr. System Administrator, Network Architect, Network Engineer or something along those lines.
 - Jon will become accountable for the IT Capital Improvement program
- Pat Walker
 - Remove supervisory duties. Add in duties that align with making GIS more resident friendly, leveraging new GIS concepts to rebrand the City (Storyboards) and more emphasis on knowledge transfer
 - Pat will be accountable for making sure GIS and Assetworks integrate and compliment each other
- Pete Fantle
 - Is moving beyond a GIS Technician into more of an GIS Analyst role. Also taking on Product Owner duties
- Marian Bretl and Joe Durica
 - Minor changes to recognize Product Owner duties
- Mike Barylski
 - Minor changes to recognize more project manager duties as well as 'pinch hit' developer type tasks
- Joe Clesceri
 - Joe was offered a separation agreement from the City on December 2nd when it became clear that the new organizational structure did not call for a dedicated IT Project Manager. Many of his duties will be absorbed by the Department Head

Next Steps

- These ideas have been socialized with all IT Team members
- 1-13-2020
 - Get feedback from Administrative and Finance Committee
- January - February
 - Work with Carlson-Dettman to rework job descriptions
 - Product Owners & Tony review IT Business plan to make sure each product's goals/KPI's are still accurate for 2020
 - Rework employee goals
 - Product owners...
 - Start building their product backlog; set up work prioritization meetings



Questions?



Appendix

High level overall IT project portfolio board

2020 IT Projects - Organized by 'Product'						
GIS	Application/Data solutions	End User support	Infrastructure Management	Technical Training	Public Safety	Other???
Assetworks Intergration	Printer Consolidation, Faxing	Spiceworks Replacement	Fiber to Farmer's Market	O365 campaign (Teams, Planner, OneDrive, etc)	Replace old Phone cabling	Merge e-mail policy and electronic communications policy
SOP/Knowledge Transfer	Docuware AP	Ticket Reduction effort	Add Slack to Fiber by library	iPad basics for DPW (Part of Assetworks expansion)	Keri door lock upgrade	Eliminate New User checklist, use Neogov Onboarding
Eliminate Server 2003	Base Docuware expansion	Keri System Audit	O365 G3 rollout		FatPot, CAD to CAD	Reorganize where staff in IT sit
Web Site enhancements, Storyboard campaigns	Permitting/Licensing solution	Decomission Dropbox	Internet backup		Parking Citation enhancements	
Assessors sandbox - to support residential reval	Special Assessments - SOP and system documentation		Scale System Upgrade (prep)		Upgrade in-squad camera system	
Smoke Detector Zoning Map			DPW Mobile device strategy and Radio consolidation		Interagency support (South Milwaukee & Pulsepoint; Cudahy and Fire Propheonix RMS)	
Support for the 2020 Census			Surface Pro rollout to Engineering			
			DNS services from Beltane to ???			

How it will all work (still under development)

- Tony is the supervisor for all the staff (exception – Tim Jansen), but the product owners help prioritize the work at the product team level
- Tony will maintain the overarching IT Project portfolio board so that senior level leaders can get insights into the progress on the latest IT efforts
 - Was done via a paper Kanban board in the past, may move to MS Planner
- Product owners will be accountable for managing the work in the product and establishing priorities for the Team and it's members
 - Product owners can determine if this is done using MS Planner, Spiceworks or both
 - It's suggested that product owners have weekly stand up meetings to review work accomplished, work to be done, obstacles to be overcome. Tony to observe these meetings and leverage the information gained to update the master project portfolio board (mentioned above)
- IT Leadership meetings will shift to become a meeting where all the product owners meet
 - Resolve cross-product conflicts
 - Provide performance management feedback to Tony on the staff
- In January Tony will meet with Product Owners to review their goals (documented in Neogov) as well as the goals for members of their product team. Goals will be reworked to align with the priorities for the product and department.
- Tony will hold 30 minute 1x1 'check in' meetings with staff every other week
- Tony will continue to run departmental meetings primarily focusing on top down cascade of information