

Technology and Change Management

EXECUTIVE & COMMISSION UPDATE



“Our work connects movements that seem really disparate but actually are about the same thing: people want agency over their lives and to be able to influence the halls of power even when they themselves are not the powerful”
-Emily Jacobi



DISCUSSION ITEMS

Page

Overview	3
OnBase	5
eEverything: Kiosks and Self Service	6
Mobility and Automatic Vehicle Location	7
311 Coordinated Customer Service	8
VMWARE CLOUD Technology, SaaS, Office 365	10
SAS70/SSAE16, BYOD	11
Backups, Network Upgrades	12
Open Data—Code for America	13
Crowdsourcing	14
Federated/Co-Ownership	16
Digital Democracy	17
City Website Makeover	18
Workplace Psychology and Organizational Health	19
Conclusion	26



Overview

The Technology and Change Management Department continues to support each of the departmental innovation efforts with operational infrastructure, technical project facilitation, and counsel. Technology and Change Management is committed to providing a reliable, secure, stable, sustainable and adaptable technology environment for the enterprise. Now that our infrastructure transformational goals have been accomplished, our focus has shifted to enterprise software solutions and business efficiencies.

More than change and transformation, the City is now adapting and adopting. City operations are consistently utilizing and engaging enterprise Information Technology (IT) developments in a variety of ways. One of the most broadly used and growing IT resources throughout the City may be SharePoint. SharePoint is used for collaboration within a department, between departments, for groups of City employees, with vendors, and with other organizations to work on a project or toward a goal. The next steps in this adopting is taking advantage of built in Business Intelligence (BI) capabilities.

City departments are also making use of IT when it comes to citizen interaction. Our current 311 web and mobile applications, as well as online bill pay, are excellent examples of this. The developing CRM/311 system will expand on this platform making communication and customer relations easier and more efficient for all parties involved. Departments are also using IT for departmental organization with OnBase. This digital records management system is enabling departments to rid themselves of old paper files and convert to digital copies and files, allowing them to save space and time. Some City departments are also taking advantage of Mobility and AVL. The In Motion gateways allow for data service for a mobile office and also broadcast the vehicles GPS coordinates back to the department creating a more efficient work environment.

Having completed our 5-year strategic plan, Technology and Change Management is entering into continued maintenance and upgrade mode. In 2012 we were able to turn off the mainframe as well as outsource enterprise printing. In 2013, we will be upgrading the telephone system which was installed in 2010. We will also be moving toward a more efficient and national standard of mobile wireless vendors to provide cost efficiencies. Upgrades will also be done with GIS and Cityworks. GIS will be upgrading to ArcGIS 10 and Cityworks will be upgrading to version 2012. The upgrade will increase software efficiency and accessibility; it is expected to be complete by October 2013.

TECHNOLOGY AND CHANGE MANAGEMENT

Operational evolution will also continue. Backup methodology is now performed to remote cloud resources and allow more efficient data recovery. In the event that our local storage becomes compromised, we are beginning to replicate a copy of the backup files to an off-site location. We will also continue upgrading the server architecture and network infrastructure. When these upgrades are complete, the City will benefit from increased bandwidth and processing power. Additionally, because hardware is being used in a more efficient manner, this technology allows us to perform this upgrade, as well as future upgrades, at nearly half the cost.

The telephony upgrade is schedule to be complete in May 2013, joining the rest of our architecture in a virtual (VM) configuration. This provides a degree of redundancy, recovery, and will allow the City to build a development environment for call management services.

To the Cloud

A next step in City IT evolution is embracing standards and practices for Cloud services. Many of our software frameworks are now Software as a Service (SaaS), potentially could be hosted, and there are plans for nearly all the City's operations to eventually embrace Cloud service. This has already started with Microsoft Office 365, through City email, Office products, and SharePoint services hosted directly by Microsoft.

The City's partnership with the Michigan Municipal Services Authority (MMSA) promotes our cloud engagement even further. Plans are underway to deploy a multi-tenant/multi-government Financial Management System (FMS)/Enterprise Resource Planning (ERP) architecture—this may be City hosted, public Cloud, or even G2G (government to government) SaaS.

The adoption of Cloud advances our integration technology needs. Once the City/MMSA has selected their ERP architecture, the City will take the next step in structured service oriented architecture (SOA) development and adoption of data service—service bus management. First steps have already begun in cooperation with Code for America and a public online service library (data.grcity.us).

Transformational Technology Highlights and Opportunities:

Digital Records Management

Many of the City's documents are still in paper form and are stored in folders and filing cabinets. This system makes it difficult for City personnel to easily access



documents, causing a direct impact to City service response time. To alleviate these issues, the City implemented a product called OnBase in 2011. OnBase is an enterprise content management (ECM) software suite integrating document management, business process automation and records management.

“Prior to using OnBase, permit files were composed of paper files stored in various file cabinets in the office....OnBase provides a faster, more accurate management system by having the software on each person’s computer to access and store file information...Filing reviews can be done at a glance rather than spending hours looking through a folder... OnBase also provides us the ability to view documents in the field when used with our tablets remote desktop functionality”, said Kurt Anderson from ESD.

The Technology and Change Management Department has worked with Code Compliance, the Development Center, and most recently with Environmental Services and Labor Relations, to upload scanned documents and files into OnBase. Paper documents and files are boxed up and picked up for scanning by an outside agency. The documents are scanned and indexed based upon pre-determined keywords. The digital copies of the documents are then sent back to the City where Technology and Change Management uploads them into OnBase.

By scanning and electronically storing all documents (e.g., Permits, Flow Reports, Notice of Violations, Grievance and Negotiation files, etc.), Environmental Services and Labor Relations personnel can now retrieve them more quickly and easily, whether in the office or in the field.

Transformational Technology Highlights and Opportunities - continued:

eEverything: Kiosks and Self-Service



Self-service is the goal. Each year the City continues to step further into the online self-service realm. Online Bill Pay, 311 mobile reporting and refuse administration are just some of the services citizens have access to 24 hours a day, giving them an alternative.

In conjunction with online self-service the City has recently introduced two self-service, touch screen kiosks. The kiosks help to bridge the digital divide. Launched as a pilot program, the kiosks provide access to the online self-service tools that many citizens have available on their home computers. Citizens that do not have access to a computer or the internet, but prefer to not wait in line, can now utilize the self-service kiosks.

Citizens have the added benefit of utilizing live assistance while operating the kiosk. If a citizen requires assistance they can simply press a button and connect to the City's customer service department. A customer service agent can chat with the citizen onscreen or speak directly with the citizen, just like a regular phone call.



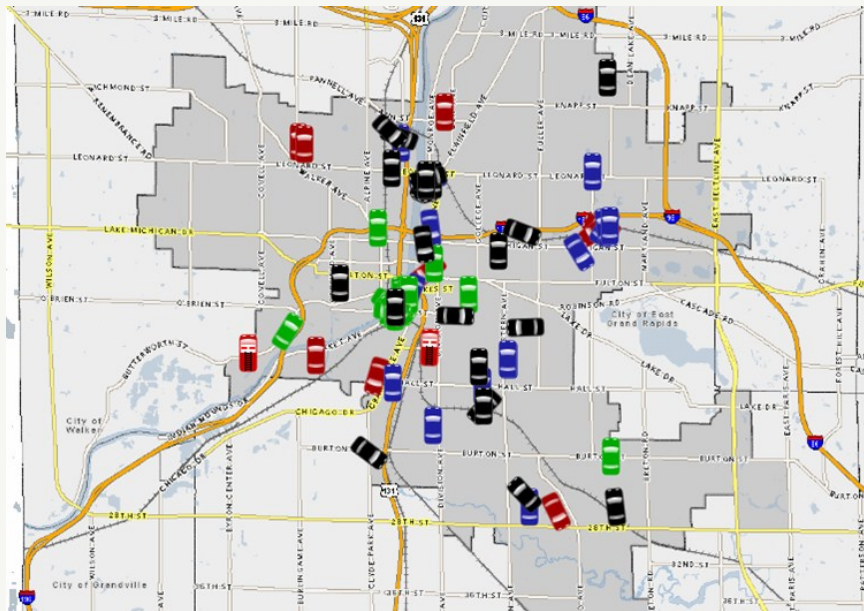
The kiosks will reside within the eco-system of 311 customer service once it launches and are available to the public. Citizens will have multiple self-service opportunities and experiences at their fingertips, making their interactions with the City easier and more efficient. These efforts also improve communication and transparency between the citizen and the City while minimizing customer service costs.

Transformational Technology Highlights and Opportunities - continued:

Mobility and Automatic Vehicle Location (AVL)

This past year saw the deployment of over 200 In Motion gateways and the expansion of our IT network to full-mobility. These gateways are vital for laptop and data mobility as more departments embrace a mobile office for their field workers. They provide the employee with data service for a mobile office while simultaneously broadcasting the vehicle's GPS coordinates.

With more GPS data readily available from the In Motion devices, IT saw an increase in utilization for Fleet Tracker software, so departments are better able to track all of their vehicles. Below is a screen capture of vehicles from Fleet Tracker, the application used for Automatic Vehicle Location (AVL):



Above: A screen capture from Fleet Tracker. You will note different vehicle colors on the above map. Currently, different departments are displayed as different colors.

Moving forward, there are abundant opportunities for mobility in terms of cellular coverage and download speeds. Over the past year, cellular providers expanded their coverage area with LTE. As a result of these new coverage area and speed increases, employees utilizing mobility become more efficient as they encounter fewer outages and shorter loading times. Departments can now embrace this technology and see unprecedented speeds leading to a more efficient mobile workforce.

Transformational Technology Highlights and Opportunities - continued:

3-1-1 Coordinated Customer Service



Beginning July 2013, the City's 311 department will begin handling customer service phone calls. At launch, citizens will continue to contact City departments through regular means. By the end of 2014 the 3-1-1 telephone number will be available for citizens in place of calling individual departments.

Citizen Relationship Management (CRM) will be the City's answer to creating a single point of access for citizens' informational needs, and requests for service. A CRM system will provide the 311 department with the tools to quickly reference a customer's account balances, historical data and service needs. Creating this central point of contact will make contacting the City easier and service tracking much more effective and transparent.

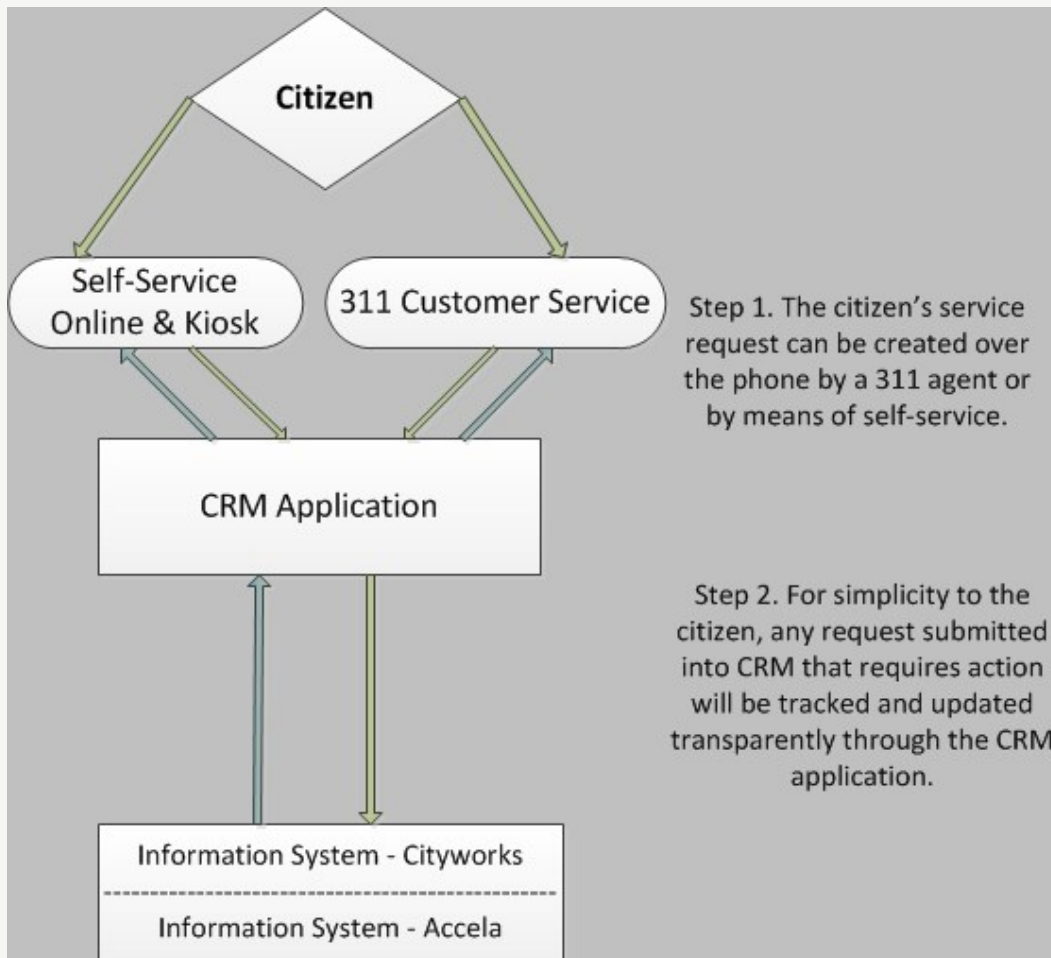
With the 311 coordinated customer service system in place, citizens will be able to create service requests online or over the phone. Citizens will also have the ability to track service requests from their computers, tablets, or smart phones. The 311 online self-service system provides the added bonus of making the City accessible to citizens 24-hours a day.

The major benefit of 311 coordinated customer service to the City will be business intelligence. Once departments begin to come online, CRM analytics will be available for insight into the total cost of service delivery.

“...a single point of access for citizens’ informational needs and requests for service.”

Transformational Technology Highlights and Opportunities - continued:

The following diagram shows how CRM will integrate with the City's existing information systems. Service requests such as potholes, streetlights and pollution will be available online and over the phone through the 311 information system.



Transformational Technology Highlights and Opportunities - continued

VMWARE CLOUD Technology

As IT continues to strive for the most effective resource management, transformational shifts are underway to move from physical hardware to a virtual environment. VMware Cloud is an integrated solution for building and managing a complete cloud infrastructure that has the potential to meet IT's most critical needs. Going "to the cloud" means delivering computing resources as a service over a network, like the Internet. It creates pools of servers, storage and networking with dynamically configurable security, availability and management services which can meet the needs of any and all applications. The City of Grand Rapids is currently offering a private Cloud system and is in the process of building an Operations Center to provide systems and reporting capabilities to departments.



SaaS – Software as a Service

Software as a Service (SaaS) is a software distribution model in which applications are hosted by a vendor or service provider and made available to customers over a network, typically the Internet. The City currently provides internal SaaS with systems such as Cityworks and GIS. By utilizing the private cloud with Operation Center technology, these services can also become available to external government entities.

Office 365

The City of Grand Rapids is looking into moving its Microsoft Exchange services (email and calendaring) to the Cloud as a part of the investigation into Office 365. Office 365 is Microsoft's step towards moving all of its services to a cloud based platform; from email to video-conferencing and other Office products like Word and Excel.



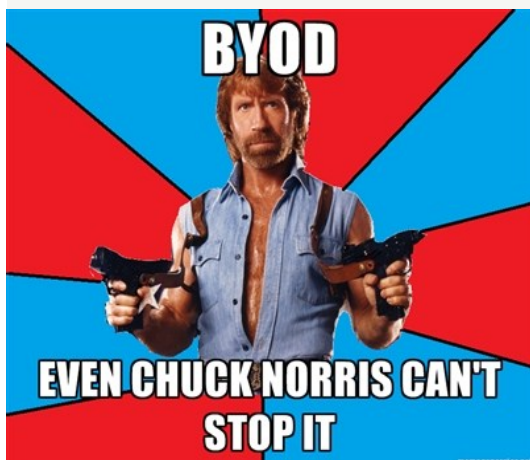
Transformational Technology Highlights and Opportunities - continued

SAS 70/SSAE 16

SAS 70 (Statement on Auditing Standards No. 70) has been the gold standard for data center users to assure that their data center is secure and operating under proper control systems.

SSAE 16 (Statements on Standards for Attestation Engagements No. 16) is the next generation of American Institute of CPAs (AICPA) auditing standards for reporting on controls at service organizations (including data centers) in the United States. SSAE 16 goes beyond SAS 70 by requiring the auditor to obtain a written assertion from management regarding the design and operating effectiveness of the controls being reviewed.

If the City of Grand Rapids wishes to provide SaaS through the Cloud to other agencies, it will be required to become SAS70 / SSAE16 compliant and certified.



BYOD – Bring Your Own Device

In the consumerization of IT, Bring Your Own Device (BYOD) is a phrase that has become widely adopted to refer to employees who bring their own computing devices – such as smart phones, laptops and PDAs – to the workplace for use and connectivity on the corporate network.

BYOD Security

Today, employees expect to use personal smart phones and mobile devices at work, making BYOD a security concern for IT teams. Because of this, the City of Grand Rapids is in the process of implementing a BYOD security policy. For example, IT may require devices to be configured with passwords, prohibit specific types of applications from being installed on the device or require all data on the device to be encrypted. *As stated above, one security feature will be the ability to “remote wipe” the device of all email, apps, files and pictures, should it become lost or stolen.* Other BYOD security policy initiatives may include limiting activities that employees are allowed to perform on these devices at work (e.g. email usage is limited to corporate email accounts only) and periodic IT audits to ensure the device is in compliance with the City's BYOD security policy.

Transformational Technology Highlights and Opportunities - continued

Backups

With the amount of data being generated and maintained within the City, it is important to establish an efficient backup and data storage process in case of disaster. A Disaster Recovery Plan (DRP) is essential, not only to make sure that data is being



backed up and stored properly, but so that it can be retrieved quickly and efficiently; the longer it takes to recover the data, the more services are down and the less likely it is that an organization will recover. As a part of this initiative, the City of Grand Rapids plans to move all data previously stored on magnetic tape over to disks, which will allow more efficient data recovery should the need arise. In the event the local copy becomes compromised, IT is also working to replicate the backup files, so that an additional copy of the data in another location.

Network Upgrades

When the City Network was replaced six years ago, industry best practices recommended having multiple, independent pieces of hardware in place to run a large network. This type of design had the benefit of enabling networks to be resilient, so that if one piece of hardware died, another could take its job over. However, it also introduced some inefficiency, since many devices were simply sitting in place, waiting in case of a hardware failure. Today, networking technology has matured to the point where these types of multiple, independent systems can be combined into a single virtualized system that uses the power of all of the



devices. When the upgrade is complete, the City will benefit from having increased bandwidth and processing power. Additionally, because hardware is being used in a more efficient manner, this technology allows us to perform this upgrade, as well as future upgrades, at nearly half the cost.

Transformational Technology Highlights and Opportunities - continued

Open Data – Code for America and Others

The Open Data Initiatives program aims to liberate government data and voluntarily -contributed corporate data to fuel entrepreneurship and improve the lives of Americans in many tangible ways.

Working with the Community Research Institute and a local Code for America group, the City is embarking on an Open Data Initiative to make public data available and accessible to the citizens. The City will develop a Data Catalog as an inventory of public data sets and streaming data.

The purpose is to increase public awareness and access to data and information created by and available from City Departments.

These data sets will be made available and used in a number of entrepreneurial ways.

The screenshot shows the Code for America website. At the top left is the logo 'CODE for AMERICA'. To its right is the tagline 'A NEW KIND OF PUBLIC SERVICE' and the mission statement 'Helping governments work better for everyone with the people and the power of the web.' Social media icons for RSS, Facebook, Google+, Twitter, and Email are on the right. A navigation bar includes links for HOME, ABOUT, PROGRAMS, FELLOWS, CITIES, APPS, and BLOG, followed by a red 'GET INVOLVED' button. The main content area features a 'CELEBRATING CITIES' section with a city skyline graphic, a 'Learn More' button, and a 'Meet the 2013 Cities' button. To the right of this section is a grid of logos for various cities including San Francisco, Kansas City, Las Vegas, Louisville, St. Paul, Oakland, San Diego, and Denver. At the bottom, a 'WHO'S GOT OUR BACK?' section lists sponsors: John S. and James L. Knight Foundation, OMIDYAR NETWORK, Google, esri, and THE ROCKEFELLER FOUNDATION.

Transformational Technology Highlights and Opportunities - continued

Crowdsourcing

Crowdsourcing is the process of connecting with large groups of people that you may not otherwise know, via the internet, for their knowledge, expertise, time, or resources. The results are greater than an individual or organization could accomplish alone.

This idea of reaching out to the crowd is not a new idea; however, you can now connect with a tremendous amount of people through the internet very quickly, and you can direct and organize their work relatively easily—causing a mass growth on the crowdsourcing concept. Crowdsourcing has triggered a dramatic shift in the way work is organized, talent is employed, research is conducted, and products are made and marketed. Anyone can benefit from crowdsourcing. With crowdsourcing, age, gender, race, education, and job history no longer matter; the quality of work is all that counts.

In Grand Rapids, we continue to develop new technologies to utilize crowdsourcing. Some examples that the City currently has in place include GRand Ideas, GRCity 311 mobile and web applications, and myGRCity Points. myGRCity Points is one crowdsourcing platform that has proven to be successful in motivating and engaging the public toward a common goal. On April 19, 2011, the City saw the initial launch of myGRCity Points and City residents began to earn incentive points toward rewards each time their recycling was picked up.

The program has been developing over 2012 to offer incentive points to all of West Michigan for select volunteer opportunities. This feature was made possible because of a partnership between the City of Grand Rapids and the Heart of West Michigan United Way. Through this partnership, the myGRCity Points platform integrates with United Way's crowdsourcing tool, HandsOn Connect. This integration allows us to manage and track volunteer participation and assign individuals their points for volunteering. The volunteering feature had a beta launch on September 14, 2012 and will have an official launch on January 21, 2013.



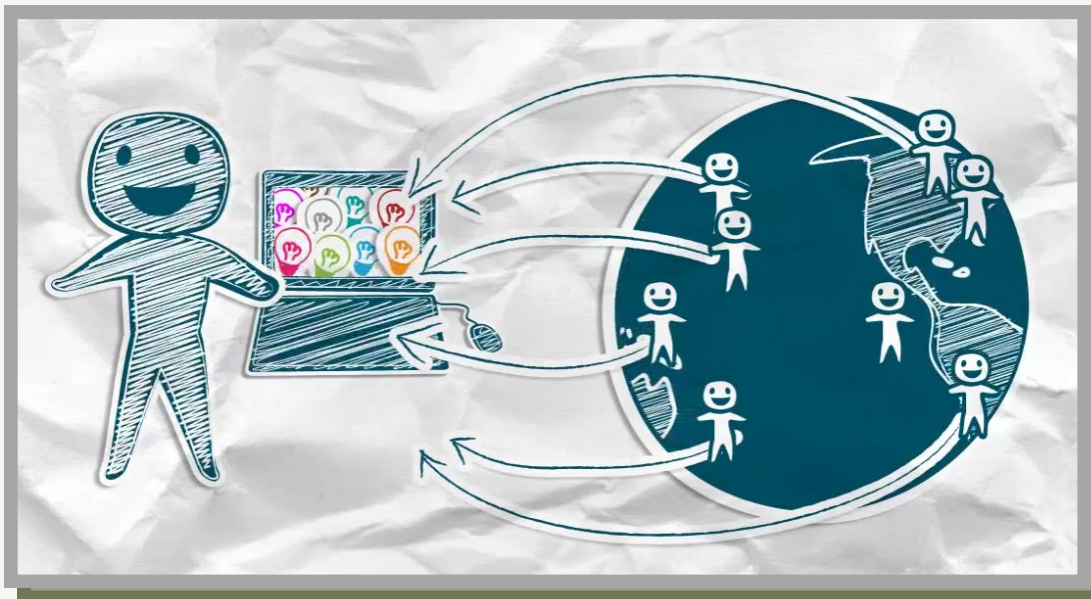
TECHNOLOGY AND CHANGE MANAGEMENT

Transformational Technology Highlights and Opportunities - continued

Over the course of 2012, a campaign feature was also developed for myGRCity Points. This feature will allow all West Michigan residents to contribute their points toward a common community improvement goal. Campaigns are set to roll-out in January 2013.

While crowdsourcing may not be a viable solution for all problems, it has been established as a valid and often preferable method for reaching organizational goals and accomplishing more with the same dollars. Some of the basic benefits that groups receive from crowdsourcing include:

- Cost savings—this is the single biggest reason for crowdsourcing. Projects can be completed at a fraction of the cost of using a single provider—often due to volunteer labor.
- Increased Speed/Distributing Risk—by engaging the crowd, work is distributed across a broad group of participants and is not dependent upon any individual.
- Increased Efficiencies—the power of the crowd allows for a very efficient distribution of resources. The knowledge of the crowd can alert organizations to the most critical issues thus helping them to prioritize with great ease and effectiveness.
- Brand Involvement—one side effect of crowdsourcing is an increased level of brand involvement and loyalty. The more time a community spends involved with an organization, the more they will feel connected to and have an affinity towards their brand. Participants feel a sense of connection and ownership when they work as a community toward a common goal.



Transformational Technology Highlights and Opportunities - continued

Federated/Co-Ownership grows to Orchestration

In recent years the City has experienced the transformation of IT – as our motto continues “Leveraging Technology to Affect Change”, and has adopted a Federated Operational Model for IT operations. The goal was to balance and decentralize decision making of information management processes between departmental functions and those shared by all City operations. The result was a promotion and governance of co-ownership and co-operation citywide, and it has been embraced fully by departments through Information Systems Coordinators, SaaS architectures, and general innovation throughout.

Change can be challenging, and this transformation was, but City operations and their use of technology to better business process have embraced their roles as users, operators, administrator, and contractors. Governance and decision making has also grown and transformed under the frameworks of City leaders, management, users groups, and the Manager’s IT Steering Committee.



The City has embraced this operational model in many ways and understands:

IT is not a ‘tool’, it is a ‘system’ with interdependencies requiring defined business practices – best of breed does not lead to ‘best for the City’.

IT is ever evolving, and there is an inter-dependency on other operations to consider/mediate/mitigate impacts and risks.

IT is a valued investment, and operations need to consider support needs, competed alternatives, and be assessed constantly.

Innovation and the Lean process with associated risk/reward do not always entail an innovation of technology –innovation can be simply change as a part of service delivery improvements. Making decisions strategically while remaining agile in our organic deployment is key. Our co-operation is maturing to an Orchestration – a co-responsibility to coordinate.

But most of all we are learning the limits to our adaptive capacity, making decisions based on:

- Not a priority – not required.
- Understanding why individuals/organizations need to continually adapt.
- Adoption and adaptation as a social norm.
- What happens when change occurs too fast or too often.
- Learning and continual education/training is required.

Transformational Technology Highlights and Opportunities - continued:

Digital Democracy

Supportive of the Open Government and Open Data national initiatives, and according to Keep the Web Open, citizens have a right to an open government that works for them. Citizens pay for it, they live with it, and they deserve an equal voice in what government does every day. Digital Democracy aims to actively engage citizens through the use of media and communication technologies to enhance the democratic process by making the process more accessible, increasing and enhancing citizen participation in public policy decision making, and increasing government transparency and accountability. Digital Democracy empowers citizens and allows them to have a voice in democratic decisions.



While, there has been a significant growth in e-democracy in the last four years, the majority of governments have a long way to go to actively engage their citizens to participate in Digital Democracy due to a digital divide. The City of Grand Rapids is no stranger to this issue. In an effort to bridge the digital divide in the City, Grand Rapids provides public computers, with internet access, in the public libraries, and has also invested in two touchscreen kiosks (at City Hall and Public Services) for citizens to use.

In terms of Digital Democracy, civic engagement takes the form of social networking, organization, and online forums. Citizens can also participate in technologies such as email lists, peer to peer networks, collaborative software, wikis, internet forums, and blogs to further educate themselves and participate. The information available to the citizen through Digital Democracy allows the citizen to become more knowledgeable about government and political issues. It provides a level of transparency that citizens have come to know. Digital Democracy also gives the government the opportunity to follow citizens and monitor satisfaction with services they receive.

Grand Rapids continues to maintain and expand its efforts in Digital Democracy. A handful of things the City has deployed to date include, streaming videos of Commission meetings, government transparency on the City website, citizen reporting capabilities with GRCity 311 web and mobile applications, and online bill pay. As the City looks to the future there are plans to increase use of social networking sites, develop and deploy CRM and 311 Customer Service, and improve the MyGRCity Dashboard.

Transformational Technology Highlights and Opportunities - continued:

City Website Makeover



Grand Rapids launched its new City website in August 2011. We have continued to find ways to engage and interact with an ever-more detached citizenry, including the deployment of a mobile City website in early 2012. The mobile City website gives smartphone users the ability to access a basic mobile view of the City's website while providing users with quick access to online services, departments, news and search. Additionally, we now provide the means to pay bills online, and to access the city Boards, Commission, and Authority meeting schedules and agendas. This all provides ease of service for the citizens while enabling the City to reach transparency goals.

Information Technology and Change Management is now entering the second phase of the City website makeover. The priority of this phase will be to provide a layout that is as intuitive as possible for the citizen. We will improve on the simplified design and user-friendly navigation, and will also strengthen the search capability. New features will also be added including a MyGRCity account. This will give website visitors/citizens the ability to view their city service account information (i.e., refuse, water, etc).



Transformational Technology Highlights and Opportunities - continued:

Workplace Psychology and Organizational Health

A bit about Change Management and Workplace Development –

This is an attempt to boil down perspectives and devise an approach to engage City operations and in-kind citizens while evolving and growing.

Here, psychology means it's about people—not software, not budgets, but people. Which means that the rational and irrational tend to present themselves, and diverse experiences, perspectives, and yes, feelings will be involved.

Humans are known as social beings. We need to communicate, listen and share, in addition to being receptive to others' feelings, thoughts, and perspectives; however, this means risk.

Everything we do revolves around hopes, joys and fears. All of our thoughts and perspectives can be based on the polarity of these categories. But seeing how we derive our existence around joy, hopes and fears, we need to find balance to achieve quality of life. Let's summarize that into the word Joy – satisfaction, appreciation, challenge; all in all, that which brings happiness or pleasure.

Note that I, Paul Klimas, IT Director, am not a mental health professional, but a practitioner and technology geek. I'm bound by being a technology thinker with tendencies to be a systems thinker. I recognize logic, but I know that we feel. I think process, yet I know we operate with chaotic influences. I am not the most social being. In fact, I have severe social anxiety. After all, that is why I chose computers as my profession. However, I am willing to put my thoughts and beliefs out there for comment and criticism in the hope that we can build and maintain a healthy workplace and culture for our citizens.



Transformational Technology Highlights and Opportunities - continued:

The Workplace

In the workplace, employees and employers both have desires and needs. Employees want to be appreciated, be a part of something, have influence, and generally feel like they've accomplished something. While we are often reminded by our fathers that there is "no such thing as fair", it is a good goal to ascribe to, and employees often strive to be treated fairly. Employers, who are in theory employees, want and need these same things.

It is important to note that much of our work is now knowledge work, i.e., thinking. It takes a lot of mental energy. Also, our work is not just a job anymore. The workplace allows us to share a common purpose. We spend more time with our colleagues than we do with our families. The workplace has expanded from the office to the home, and beyond. Work has become 24/7. The accelerating pace of change can be staggering. We are presented with option overload, we over commit, and it all adds up to stress. But does it?



Changes

Change can knock the wind out of a group. Spirit dies. Morale goes flat. The quality of work life suffers as employees succumb to battle fatigue. People become apathetic, giving only a half-hearted effort. This is a high price that the City can't afford.

Similar things happen within your personal life. We are all getting older, and change is going to happen. Change is a constant. We need to learn how to understand and process change.

Transformational Technology Highlights and Opportunities - continued:

Workplace Culture

The 20th century definition of culture emerged as a central concept in anthropology. Culture encompasses the range of human phenomena that cannot be attributed to genetic inheritance.

Work environments today are productive and social. Get away from cubes and offices – if you can. Downsizing can aid in this area. Downsizing leads to ‘gathering spaces’, which promote listening, awareness, and learning. Also, take the time to do “Coffee Cup Management”; this will promote (inter-departmental) communication as well as basic personal management.

Some training for basic personal people management (motivating, demotivating, etc) can significantly impact workplace culture.

Training in areas such as conflict management can greatly benefit the workplace. Get some training in management for today.



Flexibility is key to hiring and retaining employees and creating a sustainable workplace culture. Part of workplace flexibility is providing options to your employees such as working part time and working remote. Provide employees with flexible work activities. Don't tie them down. Establish some crossover capabilities in individuals. Also, break out of “career claustrophobia” by providing variety and change in the workplace.

Encourage laughter in the workplace. Laughter makes for a better work environment. It promotes team building and helps to reduce stress. Remember, laughter is the best medicine.

Healthy pursuits begin with leaders. Change can be a good thing too. Among what is listed above, strive to challenge employees, promote learning and put the joy back into the workplace.

Transformational Technology Highlights and Opportunities - continued:



**Fostering Employee Well-Being
& Organizational Performance
(Psychology in the Workplace
2010)**

Creating a psychologically healthy workplace takes a firm commitment even in the best of times, and as the recession hit full swing, many organizations (even healthy ones) had to make some difficult decisions. In a 2009 survey conducted by the American Psychological Association, 68

percent of employed Americans reported that their employers had taken steps such as putting a freeze on hiring or wages, laying off staff, reducing work hours, benefits or pay, requiring unpaid days off or increasing work hours because of the weak economy.

Employers who understand the link between employee well-being and organizational performance strived to maintain a work environment characterized by openness, fairness, trust, and respect, even when difficult actions were required. These employers are positioned for success in the economic recovery and will have a distinct competitive advantage in their ability to attract and retain the very best employees. We, the City, are competing – this needs to be understood.

Although there is no “one-size-fits-all” approach to creating a psychologically healthy workplace, the practices that help create a healthy and productive work environment can be grouped into five categories: employee involvement and empowerment; health and safety; employee growth and development; work-life balance; and employee recognition.

“Employers who understand the link between employee well-being and organizational performance...are positioned for success in the economic recovery...”

Transformational Technology Highlights and Opportunities - continued:

Employee Involvement and Empowerment

Efforts to increase employee involvement and empowerment of workers include involving them in decision-making and giving them increased job autonomy. Employee involvement programs can increase job satisfaction, employee morale, and commitment to the organization as well as increase productivity, reduce turnover and absenteeism and enhance the quality of products and services.



- Communication is key
- Management needs to let staff do (succeed or fail – hold accountable)
- Management needs to be positioned as ‘servant leaders’
- Have strategic direction and coach toward an outcome

Health and Safety

Health and safety initiatives improve the physical and mental health of employees through the prevention, assessment and treatment of potential health risks and problems, and by encouraging and supporting healthy lifestyle and behavior choices. Health and safety efforts include a wide variety of workplace practices that can help employees improve their physical and mental health, reduce health risks, and manage stress effectively. By investing in the health and safety of employees, organizations may benefit from greater productivity and reductions in healthcare costs, absenteeism, and accident/injury rates.

Transformational Technology Highlights and Opportunities - continued:

Employee Growth & Development

Opportunities for growth and development aid employees in expanding their knowledge, skills, and abilities. It allows them to apply the competencies they have gained to new



situations. The opportunity to gain new skills and experiences can increase employee motivation and job satisfaction, and can also help workers more effectively manage work related stress. This can translate into positive gains for the organization by enhancing organizational effectiveness, improving work quality, as well as helping the organization attract and retain outstanding employees. By providing opportunities for growth and development, organizations can improve the quality of their employees' work experience and realize the benefits of developing workers to their full potential.

Work-Life Balance

Programs and policies that facilitate work-life balance generally fall into two categories:

1. Flexible work arrangements
2. Resources to help employees manage their non-work demands

Conflict between work and other life responsibilities can diminish the quality of both work and home life for employees. In turn, this can affect organizational outcomes such as productivity, absenteeism and turnover. Efforts to help employees improve work-life balance can improve morale, increase job satisfaction and strengthen employees' commitment to the organization. Additionally, the organization may reap benefits in terms of increased productivity and reduction in absenteeism and employee turnover.

- Add a little flexibility to your management style
- Know what's going on with your staff – identify early
- Know what is causing your imbalance then balance your workplace environment
- Define what work-habits work

Transformational Technology Highlights and Opportunities - continued:

Employee Recognition

Employee recognition efforts reward employees both individually and collectively for their contributions to the organization. Recognition can take various forms: formal and informal, monetary and non-monetary. By acknowledging employee efforts and making them feel valued and appreciated, organizations can increase employee satisfaction, morale and self-esteem. Additionally, the organization itself may benefit from greater employee engagement and productivity, lower turnover and the ability to attract and retain top-quality employees. Keep in mind that recognition does not always need to be in a form of a reward. Trust and influence can be a form of recognition. Show your employees that you value them.

The Importance of Context

It is important to note that the success of any workplace effort is based in part on addressing the challenges unique to the particular organization and tailoring programs and policies to meet its specific needs. Workplace practices do not exist in isolation.

Creating a healthy workplace culture goes well beyond a wellness program or health promotion initiative. Each workplace practice functions in relation to other programs and policies the organization has in place as

well as internal and external environmental factors. The complex nature of these relationships highlights the importance of taking a comprehensive approach to creating a workplace in which both employees and the organization can thrive.

The result is:

- A joyous workplace
- A joyous workplace relationship
- A joyous workplace purpose



Conclusion

Having completed our 5-year strategic plan, Technology and Change Management is entering into continued maintenance and upgrade mode. We will continue our ITIL adoption and certification and framework development discussed throughout this update. Formal audit practices will continue, starting with a formal security audit of IT functions and operational behavior.

Future focus will be on 'moving operations to the Cloud', developing Service Oriented Architecture to support integration and open data initiatives, and development of a new 5-year IT strategic plan emphasizing mobility, citizen engagement, federated practice engagement internally and new partnering regionally/statewide.

And then comes 'Big Data'.