

Douglas A. Ducey
Governor



Andy Tobin
Director

ARIZONA DEPARTMENT OF ADMINISTRATION

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January 5, 2022

The Honorable Douglas A. Ducey
Office of the Arizona Governor
1700 West Washington Street
Phoenix, Arizona 85007

Re: Government Transformation Office FY21 Annual Report

Dear Governor Doug Ducey:

Per Executive Order 2012-07, attached is the GTO annual report detailing Government Transformation Office accomplishments and improvement results from agency and state-level engagements throughout fiscal year 2021.

Sincerely,

A handwritten signature in black ink that reads "Andy M. Tobin".

Andy Tobin
Director

Enclosure: Government Transformation Office FY21 Annual Report.pdf

cc:

Karen Fann, President, Arizona State Senate
Russell Bowers, Speaker, Arizona House of Representatives
Matt Gress, Director, Office of Strategic Planning and Budgeting
Richard Stavneak, Director, Joint Legislative Budget Committee
Michael Wisheart, Director, Department of Economic Security
John Halikowski, Director, Department of Transportation
Misael Cabrera, Director, Department of Environmental Quality
Lisa Atkins, Commissioner, Department of Land
Holly Henley, Director, Library, Archives and Public Records
Josh Wagner, Director, GTO and State Permitting Program

FY21



ARIZONA GOVERNMENT TRANSFORMATION OFFICE

FY2021

ANNUAL REPORT

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PURPOSE AND **STRATEGIC OVERVIEW**

The Government Transformation Office (GTO) was established via Executive Order 2012-07 to deliver efficient and effective operations in the State of Arizona.

GTO's vision is to be leaders in the development and sustainment of continuous improvement culture for the State of Arizona. Our team's mission is to support the State's development and sustainment of a culture of continuous improvement and innovation with an emphasis on service excellence and the relentless pursuit of process efficiency.

As the State of Arizona's dedicated performance consulting team, GTO is responsible for supporting agency engagements and executive partnerships that drive impactful results and dramatically improve delivery of critical services across the government enterprise.

In Fiscal Year 2021, GTO's efforts were focused in three key strategic areas:

- 1. Driving improvement and problem-solving for Arizona's strategically-critical initiatives including Governor's Office priorities and the State's COVID pandemic response**
- 2. Refreshing, maturing, and sustaining Arizona's management system (AMS)**
- 3. Developing the skills and technical infrastructure needed to support data-driven decision making**

Within these strategies, GTO has continued to support and partner with the Governor's Office, cabinet agencies, and numerous external stakeholders to help deliver transformational results to the State of Arizona. Highlights from GTO's FY21 engagements are included in this report.

Strategic Focus:

*Driving improvement and problem-solving
for Arizona's strategically-critical initiatives*

The Government Transformation Office participated in a wide-range of improvement efforts in FY21. Many of these engagements specifically focused on supporting agencies and services provided to residents throughout the pandemic. Highlights from this work are detailed below.

KEY INITIATIVES

Arizona's Connected Workforce (ACW)

Vaccination Customer Experience

Arizona Enrichment Centers

Healthy Forest Initiative

COVID-19 Resource Offers

INITIATIVE: ARIZONA'S CONNECTED WORKFORCE (ACW)



Arizona's Resource for Successful Remote Work

[Learn More](#)

The ACW program was developed to provide the framework and resources for remote work and other alternative workplace options for State employees with a focus on increasing efficient use of the State's building resources, increasing employee engagement and satisfaction, decreasing commute-related pollution, and improving the State's ability to serve the citizens of Arizona.

As the program managers for this effort, GTO provided structure, guidance, and support to various teams as project scope and deliverables were identified and achieved.

As a result of this multi-agency approach, in FY21 Arizona saved more than \$7 million in rental savings

through consolidation efforts. This has reduced the overall physical footprint by 552,891 square feet, which is the equivalent of approximately nine football fields, and additional physical footprint reductions are expected in FY22. Additionally, over the past year the ACW team has updated the statewide remote work policy, launched the remote work agreement in the state HRIS system and remote work computer based training (CBTs) for employees and managers.

A new [remote-workforce resource website](#) has also been created to provide employees and managers with the guidance and tools needed to be successful in a virtual or hybrid work environment.

\$7,010,322

Current Rent Savings

15,587

Employees Working Remotely



HOTELING



RESIDENT OFFICE



VIRTUAL OFFICE



REMOTE WORK

INITIATIVE: **VACCINATION CUSTOMER EXPERIENCE SUPPORT**

GTTO supported the Department of Health Services (DHS) in various aspects as Arizona responded during the pandemic including through a project sponsored by the Governor's Office to improve customer experience with the COVID-19 vaccination registration portal.

GTO team members facilitated problem-solving efforts with DHS and helped them establish standard processes for responding to customers and making improvements to the registration portal.



Additionally, GTO was able to support DHS through an unprecedented ramp-up of internal and external call center teams to support a comprehensive vaccine response program. Dashboards that brought together standardized metrics from multiple external vendor organizations provided DHS with visibility into the customer experience when people in need were reaching out for assistance from the agency.

The various aspects of this project resulted in the identification and elimination of the email backlog, reduced wait times and abandoned calls on call center phone lines, more prompt responses to social media complaints, and fewer customer complaints on the website and vaccination registration portal.

INITIATIVE: **ARIZONA ENRICHMENT CENTERS SUPPORT**

The GTO team assisted with the creation and management of the Arizona Enrichment Centers (AEC) that provided childcare for the children of first responders, critical healthcare workers and essential emergency personnel. GTO also facilitated process improvements, managed daily customer escalations and helped set up, manage, and man a customer service email inbox and customer service phone line for the program.

Through the program, 6,290 families were approved for child care, with 4,678 families qualifying for a scholarship. Additionally, 1,323 customer calls were serviced by program volunteers, and GTO responded to approximately 1,700 customer emails.

6,290

Families approved
for child care

3,000+

Calls and Emails
Responded

INITIATIVE: **HEALTHY FOREST INITIATIVE SUPPORT**



GTTO supported the Department of Forestry and Fire Management (DFFM) and Department of Corrections, Rehabilitation, and Reentry (DCRR) in the development of the Arizona Healthy Forest Initiative (AZFHI) to reduce the risk of wildfires in Arizona through program and project management and structured problem-solving facilitation.

GTO facilitated chartering and setup of the program development teams, and implemented project management tools to document and align program development.

GTO also facilitated the joint operations team, leading problem solving, process mapping, metric development, and facilitated communication between DFFM and ADCRR operations teams to create, manage and sustain the planned 72 inmate crews and related personnel and infrastructure.

Legislation and budget to create and support the program were passed in FY21 with crew creation beginning in FY22.

INITIATIVE: **COVID-19 RESOURCE OFFER SUPPORT**

To support the review of resource offers from individuals and businesses in response to COVID-19, GTO facilitated the creation of a standardized form to take in and display resource suppliers and current offers to state agencies and other government entities, tribes, and non-profit organizations.

This streamlined management of offers coming into the state via multiple avenues including the Governor's Office and state agencies. AZ manufacturers were also connected with the Arizona Commerce Authority and donors to AZTogether. Overall this supported the intake of thousands of offers with a total of 585 offers reviewed and actioned in FY21.

Strategic Focus:

Refreshing, maturing, and sustaining the Arizona Management System (AMS)

GTO is responsible for supporting the sustainment and maturity of the Arizona Management System deployed within our cabinet agencies. Focused on building a continuous improvement culture within our organizations, AMS provides standard work and process covering Performance Management, Leader Standard Behaviors, and Problem Solving.

KEY INITIATIVES

Agency AMS deployment support

Agency Partnership and Improvement Events

AMS Hub and enterprise training resources development

Quarterly-hosted AMS Community of Practice (COP)

External outreach and Arizona promotion

The logo for the Arizona Management System. It features the word "ARIZONA" in a large, bold, black, sans-serif font. Below it, the words "MANAGEMENT SYSTEM" are written in a smaller, bold, black, sans-serif font. The text is centered between two horizontal black lines. A small blue square icon is positioned above the letter "I" in "ARIZONA".

ARIZONA
MANAGEMENT SYSTEM

Working In partnership with numerous agencies, GTO supported Arizona Management System (AMS) deployments, training, and continuous improvement activities throughout the fiscal year.

During this time GTO engaged with various agencies to support AMS deployments including the Department of Tourism, Department of Public Safety, Constituent Services, Homeland Security, Department of Gaming, Department of Forestry and Fire Management, Department of Financial Institutions, State Parks and Trails, Department of Real Estate, and the Department of Revenue. These engagements focused on strengthening our enterprise approach to doing business, developing problem capacity at every level, and teaching our teams about the value and importance of AMS.

Faced with the challenges related to the pandemic and our shift to remote-work, many agencies were able to leverage the benefits of a strong AMS deployment to adapt faster to the quickly changing needs of our customers, employees and stakeholders. The culture and structure that enables our management system will continue to help Arizona stabilize and thrive despite the ever-changing environment in which we operate.

As part of our agency created and led AMS Community of Practice (COP), GTO hosted a quarterly meeting for our agency practitioners, stakeholders and Office of Continuous Improvement teams. Using this forum, GTO has been able to engage and facilitate strategic discussions, provide updates and alignment to statewide efforts, and capture the voice of the customer from teams that we partner with, learn from, and support throughout the year.

AGENCY PARTNERSHIPS AND IMPROVEMENT EVENTS

Through our engagement with state agencies, GTO has been asked to participate in multiple improvement initiatives that resulted in positive and impactful results. Several examples of this work are included below:

OFFICE OF STRATEGIC PLANNING AND BUDGETING (OSPB): STRATEGIC PLANNING SUPPORT

Working with the Strategic Planning and Performance Data Manager and OSPB team, GTO contributed to strengthening and maturing various various aspects of Arizona’s enterprise approach to strategic planning including developing updated training and supporting OSPB in the strategic plan and performance metric deployment across our cabinet agencies.

This collaboration between GTO and OSPB has helped formalize the integration of strategic plans, budgets, and performance, while also increasing dialog between the Governor’s Office and agency Executive Leadership.

Department of Examples Fiscal Year 2022 Strategic Plan 2-pager		Current Annual Focus	
Department of Examples Fiscal Year 2022 Strategic Plan 2-pager		Agency Director: John Example	Last modified: MM/DD/YYYY
Summary of Multi-Year Strategic Priorities			
#	Five Year Strategy	Start Year	Progress / Successes
1	Strategy 1	YYY	Summary of initiative progress and achievement highlights
2	Strategy 2	YYY	Summary of initiative progress and achievement highlights
3	Strategy 3	YYY	Summary of initiative progress and achievement highlights
4	Strategy 4	YYY	Summary of initiative progress and achievement highlights
5	Strategy 5	YYY	Summary of initiative progress and achievement highlights

STATE HISTORIC PRESERVATION OFFICE: AZ STATE HISTORIC PRESERVATION ACT CULTURAL COMPLIANCE PROCESS SUPPORT

GTO coached and facilitated the Arizona State Historic Preservation Office (SHPO) through problem solving to address two issues:

1. SHPO’s role in the State Historic Properties Act and Antiquities Act, and how SHPO supports those processes.
2. Documenting agency responsibilities under and improving compliance with the State Historic Preservation Act.

ADE SCHOLARSHIP APPLICATION AND APPEALS PROCESS IMPROVEMENTS

Engagement with the AZ Department of Education to help reduce their backlog for scholarship applications while reducing the average processing time from an average of 72 days down to a 2 day average.

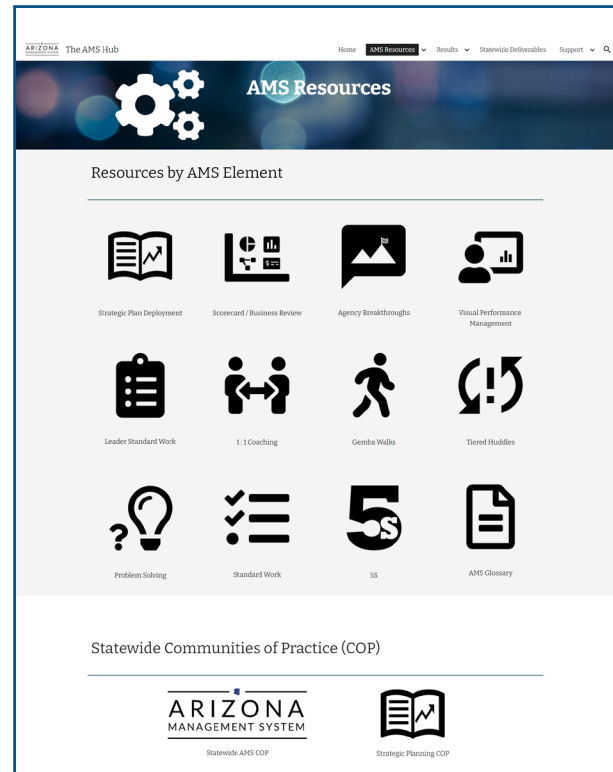
Another positive outcome of the overall engagement was the development of a swimlane map and standard work documenting the AzED scholarship application appeals process.

INITIATIVE: **AMS HUB AND ENTERPRISE TRAINING RESOURCES**

As part of GTO's FY21 breakthrough improvement initiative we identified the need to overhaul and update the AMS materials and resources available to state agencies. This included developing, updating and publishing new versions of AMS-related tools, training, and resources.

To provide agencies with easier access to these materials, a new internal website called The AMS Hub provides a centralized place for agencies to access these resources as well as important news, announcements and a shared calendar identifying upcoming statewide deliverables.

Overall, these efforts will improve the standardization of our approach and allow agencies the opportunity to leverage a consistent set of materials while reducing costs and time spent developing content internally.



INITIATIVE: **EXTERNAL OUTREACH AND ARIZONA PROMOTION**

GTO participated in various out of state and national speaking engagements on the value of the Arizona Management System and results we have achieved.

These engagements have allowed us to learn from other regional and national best practices while developing a network of state and government entities that can amplify our vision and results.

ARIZONA

FY21 GTO speaking engagements include:

- Multi-state roundtable at Illinois' virtual Rapid Results Summit.
- Missouri Show me Excellence conference
- Arizona Digital Governance Summit
- Harrisburg University Lean in Government conference
- CI forum organized by Wendy's - AZ Featured Best Practice
- ASQ Lean Six Sigma Conference
- Arizona State University Public Administration class lecture
- Society of Women Engineers Annual Conference

Strategic Focus:

Developing the skills and technical infrastructure needed to support data-driven decision making

GTO continues to develop and mature service offerings focused on providing agencies and executive leadership with actionable insight into key processes and initiatives. These efforts range from direct agency engagements bringing visibility to critical issues to enabling new GTO analytics and dashboarding capabilities.

KEY INITIATIVES

Agency data dashboard engagements

My Agency Assessment application development

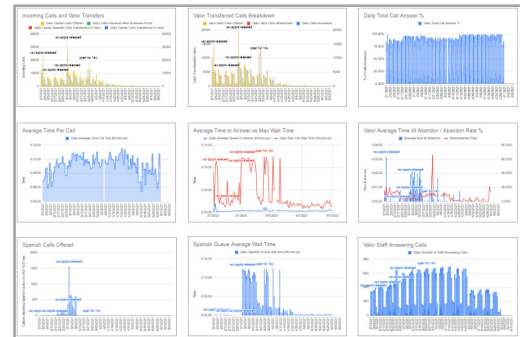
Data infrastructure improvements

INITIATIVE: AGENCY DATA DASHBOARD ENGAGEMENTS

GTO engaged and partnered with numerous agencies to transform raw data into functional dashboards that provided actionable insight to agency and state leadership teams. Many of these engagements were based on immediate needs and pain points caused by the pandemic.

VACCINE CUSTOMER EXPERIENCE AND CALL CENTER SUPPORT

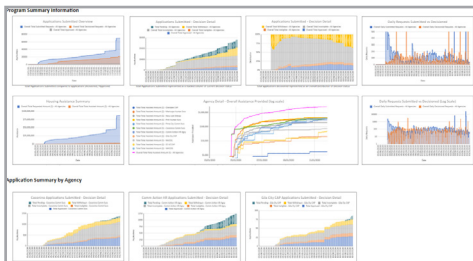
Visualizations supporting various aspects of the the Department of Health Services Vaccine response efforts including web and chatbot analytics, multi-vendor call-center support, and vaccine rollout.



HOUSING RENTAL ASSISTANCE

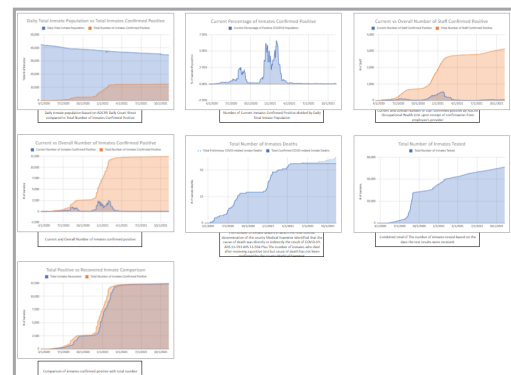
Dashboard of metrics focused on the Department of Housing’s Rental Assistance Program application stages and payment process timelines across Arizona counties.

These visualizations helped inform countermeasures focused on completing and resolving currently open or pending applications.



INMATE COVID TRACKING AND INTAKE

Visualizations focused on the Department of Corrections, Rehabilitation and Reentry Inmate and Intake COVID-related metrics that helped to communicate current status and activities to executive stakeholders.

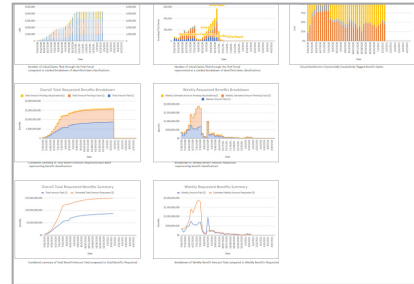


AGENCY DATA DASHBOARD ENGAGEMENTS (CONTINUED)

UNEMPLOYMENT INSURANCE PUA FRAUD CLASSIFICATION

Visualizations focused on the Department of Economic Security / Unemployment Insurance efforts to classify and prevent unauthorized and fraudulent unemployment claims filed in the federal Pandemic Unemployment Assistance program.

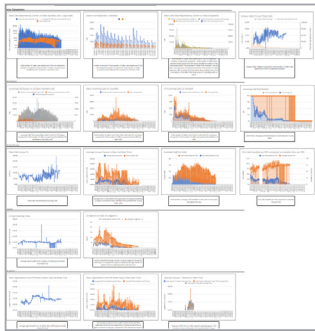
Visualizations provided insight to project teams and drove countermeasures focused on reducing amount of fraudulent claims processed.



UNEMPLOYMENT INSURANCE CALL CENTERS

Visualizations focused on the Department of Economic Security call centers brought online in response to unprecedented pandemic-related unemployment claim increases.

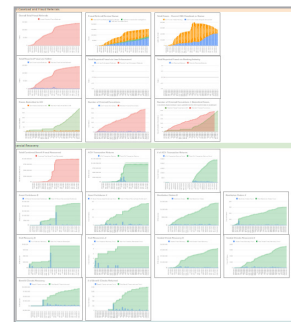
This dashboard provided insight into capacity and quality issues and allowed the team to focus on key strategic areas to ensure people calling in would get the support that they needed.



UNEMPLOYMENT INSURANCE FRAUD RESPONSE

Visualizations focused on the Department of Economic Security / Office of the Inspector General's response to identified fraud in the State and Federal unemployment claim systems.

This dashboard helped to effectively communicate progress on fraud recovery efforts to executive leadership.



STATEWIDE ACTIVE RECRUITMENT

Visualizations focused on providing visibility into the workforce and active recruitments processes supported by the Department of Administration HR team.

These metrics continue to inform state-level recruitment efforts and headcount strategies.



INITIATIVE: MY AGENCY ASSESSMENT APPLICATION

Arizona has taken an innovative approach to measuring the deployment and overall health of the Arizona Management System across our agencies. Working collaboratively with representatives from the Offices of Continuous Improvement (OCIs) GTO developed and launched an online statewide AMS Assessment tool.

The updated assessment questions helped to better identify the understanding, behaviors, and standard work associated with AMS deployment maturity within an Agency. It has helped agencies track trends and identify gaps and opportunities for improvement and has been a huge step forward from the manual and cumbersome process used to collect and analyze the data previously.

The application launch and onboarding of hundreds of users across the enterprise was executed in a professional, organized, and customer-focused manner and has provided agency and executive leadership teams with dashboards providing actionable information on AMS deployment strengths and weaknesses across the organizations.



Example Agency AMS Score

Historical Assessment Score Breakdown

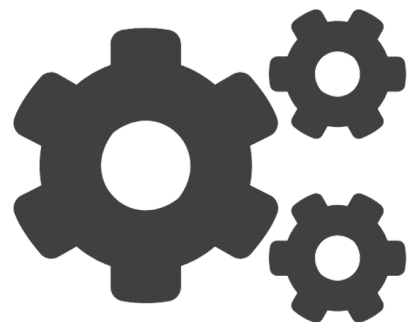
	Standard Work	Awareness & Understanding	Consistency	Behaviors & Results	Score Totals
Scorecard / Business Review	0.00	0.40	1.00	1.50	2.90
Breakthrough Projects	0.00	0.60	0.50	0.33	1.43
Strategic Plan Deployment	1.00	0.60	1.00	1.71	4.31
Leader Standard Work	1.00	0.33	0.25	0.73	2.31
One on One Coaching	0.00	0.64	0.76	1.56	2.97
Gemba Walks	1.00	0.40	0.25	0.62	2.27
Visual Performance	0.00	0.53	0.52	1.22	2.26
5S	1.00	0.40	0.33	0.36	2.09
Tiered Huddles	1.00	0.52	0.82	1.22	3.56
Standard Work	1.00	0.57	0.62	1.30	3.48
Problem Solving	1.00	0.57	0.22	0.51	2.30
Actual Points (Elements Averaged)	0.64	0.51	0.57	1.01	2.72

Assessment Scoring Matrix examples

INITIATIVE: GTO DATA INFRASTRUCTURE IMPROVEMENTS

Numerous updates were made to the existing GTO data infrastructure to improve processes associated with storing, working with, and visualizing data sets. These improvements include:

- Implementation of data analysis and dashboard visualization tools.
- Updated data integrations ensuring information stays in synch between systems
- Automated processes to download and capture Scorecard A3 project attachments
- Improved data and application architecture back-up routines



FY21 SUMMARY AND **FY22 EXPECTATIONS**

With the in-person challenges associated with the pandemic in FY21, GTO was able to successfully adjust our AMS deployment approach and agency engagement model to ensure we continue to add value to our agency partners and executive stakeholders. As shown in this report, GTO had numerous successes engaging in facilitating problem-solving, driving improvements across the enterprise, and strengthening agency partnerships in both virtual and in-person settings.

We expect FY22 to bring increased pull for GTO services at both the agency and state leadership levels as we continue to strengthen the tools and systems needed to support continuous improvement efforts in an ongoing remote / hybrid workforce. With that consideration in mind, GTO has multiple initiatives planned for FY22 specifically focused on increasing our value to state and agency leadership teams.

Looking forward, GTO will continue striving to be a leader in the development and sustainment of our management system and continuous improvement culture for the State of Arizona, and the consultant of choice for our agency partners.

