

DES Enterprise Technology Solutions Charting a New Course for WA State Government IT since January 2012



Enterprise Technology Solutions (ETS,) was formed following the biggest consolidation of state agencies in more than two decades, and included joining parts of five central service agencies. During the consolidation, analysis of the five IT teams revealed that our organization had considerable duplication of applications, processes and help desks. In January of 2012, ETS consisted of:

**Fourteen Managers of
14 discrete teams**

**477 Uncategorized
Systems**

**No System
Inventory**

**Twelve
Help Desks**

With that discovery, we saw a huge opportunity to significantly improve state government efficiency while developing an organization with values that include collaboration, communications, teamwork, creative solutions, innovation, partnership and coordination. With this in mind, ETS set out to greatly reduce inefficiencies, redundancies and wasted resources by identifying and combining all the overlapping functions and tasks that occur naturally during a large merger.

One of our tasks was to create an application inventory of all the systems. This helped us identify old, unnecessary and duplicative systems that could be consolidated or decommissioned.

While contemplating how our new organization would look, we realized that change isn't always easy, especially on such a large scale. If we were going to be successful in accomplishing these huge cultural and organizational changes, we needed our employees to embrace the process. So we did the following:

- Engaged our staff in developing guiding principles to help create a framework for the organization,
- Hired a change management consultant to assist with the "people side" of the transformation,
- Developed an assessment tool to help us understand the skills and desires of our entire workforce. It's also used to assist in cross training staff and identifying resources for new projects.

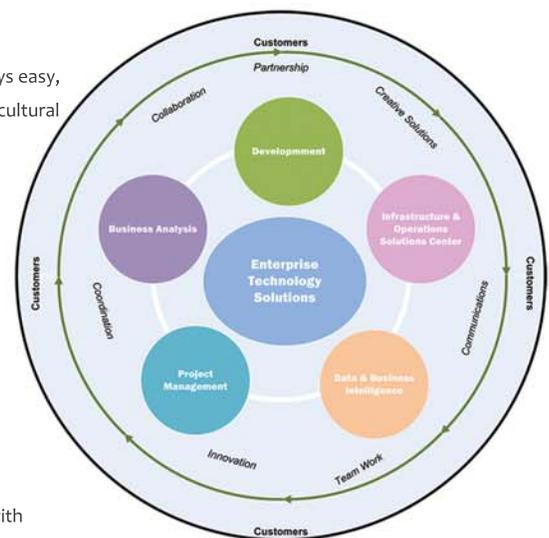
By July of 2013, our organization was aligned and functioning more efficiently and effectively, with a significantly leaner ETS transformed to:

**Six Managers and
One united team**

**150 Parent
Applications**

**Complete System
Inventory**

**One Solution
Center**



Today, we are an organization that constantly leverages the diverse skills, talents and abilities of our most valuable and important resource: our employees. All our teams understand how they support the division, agency, our internal and external customers and WA State Government.

So, what is next? Continuous improvement is at the forefront of everything ETS does, including utilizing agile processes. Our number one mission as we move forward is to leverage technology and look for enterprise solutions that support the entire state. We will always strive to deliver world-class customer service, commit to increasing transparency and government accountability, and continue reviewing and refining our organization and processes for efficiency so we can provide maximum benefit to our customers, and the taxpayers and citizens of Washington.