

Interagency Collaboration in State Government

Carley LeMahieu – Employee Trust Funds

David Melby – Department of Corrections

Derek Powles – Department of Administration

Devon Syrjanen – Department of Children and Families

Andrea Walworth – Department of Revenue

Carley LeMahieu

Employee Trust Funds



Supervisor, Benefit Initiation, Benefit Services Bureau

- Supervise and develop staff within the Benefit Initiation Section
- Establish and discuss performance standards. Monitor employees work to determine if employee is meeting established performance standards
- Manage section workload and workflow to enhance and maintain quality and timeliness of services provided
- Direct staff in providing complete, accurate and timely benefit application review, processing, and calculation services to members and their beneficiaries and in completing required reporting to state agencies and the Department's actuary
- Implement new laws, rules, regulations, policies and/or program changes impacting WRS benefits
- Perform recruitment for vacant positions, including but not limited to drafting exam questions, interviewing prospective employees, and grading interview writing assessments
- Develop, organize and update policies and procedures. Review and propose changes to current processes, policies, procedures, forms, publications, and so on
- Participate in the design, testing, and implementation of system projects and enhancements

David Melby

Department of Corrections



Corrections Field Supervisor

Division of Community Corrections, Unit 117 – Janesville, WI

- Responsible for the operation and administration of a community corrections field unit – 10 Probation and Parole Agents, 1 Sergeant, 1 Program Support Supervisor
- Supervision and control of offenders including the security, monitoring, treatment and general living conditions for all offenders assigned to the unit.
- Development, implementation and monitoring of programs and services
- Supervision, direction and monitoring of all unit staff;
- Management and evaluation of intra-division movement of offenders assigned to the unit;
- Development and implementation of community corrections program, services and resources
- Development, implementation and management of unit material and fiscal/budget resources
- Provision of management support services and information to regional and division staff
- Administration and direction of the Purchase of Goods and Services (POGS) program
- Planning and coordination of inter-division and external agency activities and relationships.
- Assume responsibilities as delegated by the Regional Chief

Derek Powles

Department of Administration



**Information Systems Enterprise Systems Development Services Consultant
Administrator, Department of Enterprise Technology, Bureau of Business
Application Support**

- Work with customers to gather business requirements for new applications or revision of existing applications
- Project management related to application development
- Analyze business requirements and industry practices to set standards for application development
- Coordinate creation of infrastructure to host applications
- Automation of application deployment
- Manage the department's source code
- Leadership of team members in Consulting, Development and Maintenance projects
- Architecture Design, Development and Maintenance of IS Systems
- Management and coordination of assigned staff



Devon Syrjanen, PhD

Department of Children and Families

Advanced Program and Policy Analyst

Division of Safety and Permanence, Research Unit

- Manage research and data related projects and associated contracts regarding child welfare related initiatives
- Develop performance management and program evaluation reports
- Design, oversee, and complete reporting of DCF programs
- Conduct complex analysis of child welfare data, create data projections, and present findings
- Review and present best practices to Division of Safety and Permanence and Department staff
- Schedule and facilitate meetings and workgroups related to project assignments
- Actively facilitate and/or participate in high level committees and meetings
- Provide technical assistance to executive staff, department managers, and program staff on all matters related to program and policy evaluation, research, and performance
- Contribute to the Division of Safety and Permanence “KidStat” data collection and evaluation

Andrea Walworth

Department of Revenue



Supervisor, Business Tax, Customer Service Bureau

- Supervise and Develop staff within Customer Service Business Tax Section
- Establish and discuss performance standards. Monitor employees work to determine if employee is meeting established performance standards.
- Assist employees with their personal contact with taxpayers, when necessary.
- Perform recruitment for vacant positions, including but not limited to drafting exam questions, interviewing prospective employees, and grading interview writing assessments.
- Main contact for telephone, correspondence and email
- Develop and review reports and make decisions on staffing levels and assignments.
- Develop, organize and update policies and procedures. Review and propose changes to tax forms, instructions, publications, sales tax reports, and so on.
- Develop education materials used in workshops and seminars. Conduct various workshops, training sessions and seminars related to variety of sales/use and withholding tax programs.

Interagency Collaboration in State Government

“Collaboration can be broadly defined as any joint activity that is intended to produce more public value than could be produced when the organizations act alone.”

–GAO, Government Accountability Office

Goal of Presentation: Provide a framework and examples for creating and maintaining effective collaboration in State Government via the following:

- Collaboration between agencies
- Collaboration between levels
 - Administrator-Administrator
 - Supervisor-Supervisor
 - Program Staff-Program Staff

Examples of agency collaboration and the benefits of collaboration:

- DOC Printing
- SharePoint
- Data sharing
- Pros and cons of collaboration



Printing Services at the Department of Corrections

- State agencies that use Badger State Industries at Columbia Correctional Institution (CCI) give inmates the opportunity to build skills that will help them reintegrate into the community
- Benefits society by providing additional funding to reduce recidivism while obtaining an agency needed service at a competitive rate
- Badger State Industries at CCI can provide the following services:

• Business Cards	• Labeling
• CD and DVD Copying	• Perf/Score
• High Quality Recycled Paper	• Shrink Wrap
• Typesetting	• Padding
• Duplicating	• GBC & Comb Binding
• Collating	• Spiral Binding
• Drilling	• Banding
• Folding	• Color Copying
• Stapling	• Envelop Printing
• Hand Stuffing	• 2 Color Press



Contract versus BSI



- ETF prints 115,000 *It's Your Choice* booklets annually.

State contracted agency (2014)

- Cost is \$102,481.40
- #35 Groundwood - inside pages
- #70 Groundwood -cover pages
- Turn-around time of 4 days

BSI at CCI (quoted 2014)

- Cost is \$101,026.92
- #40 white lynx opaque – inside pages
- #70 white lynx opaque – cover pages
- Turn-around time 6-8 weeks

Why use BSI?

- ✓ Don't have to go through the State procurement process – intra-agency
- ✓ 20 inmates put to work for 6-8 weeks –
- ✓ 7 similar sized jobs employ the 20 inmates for an entire year
- ✓ Higher quality paper provided by BSI
- ✓ Can still be mailed at standard postage rate

<http://www.buybsi.com/ataglace.html>

How can SharePoint Help?

- Document Library
- Lists
- Wiki
- Discussion Board
- Intranet Portal
- External Content Management System
- Web Parts

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*Start simple.
Centralizing documents
may be all your project
needs.*

*A centralized document
repository is still a huge
step forward.*

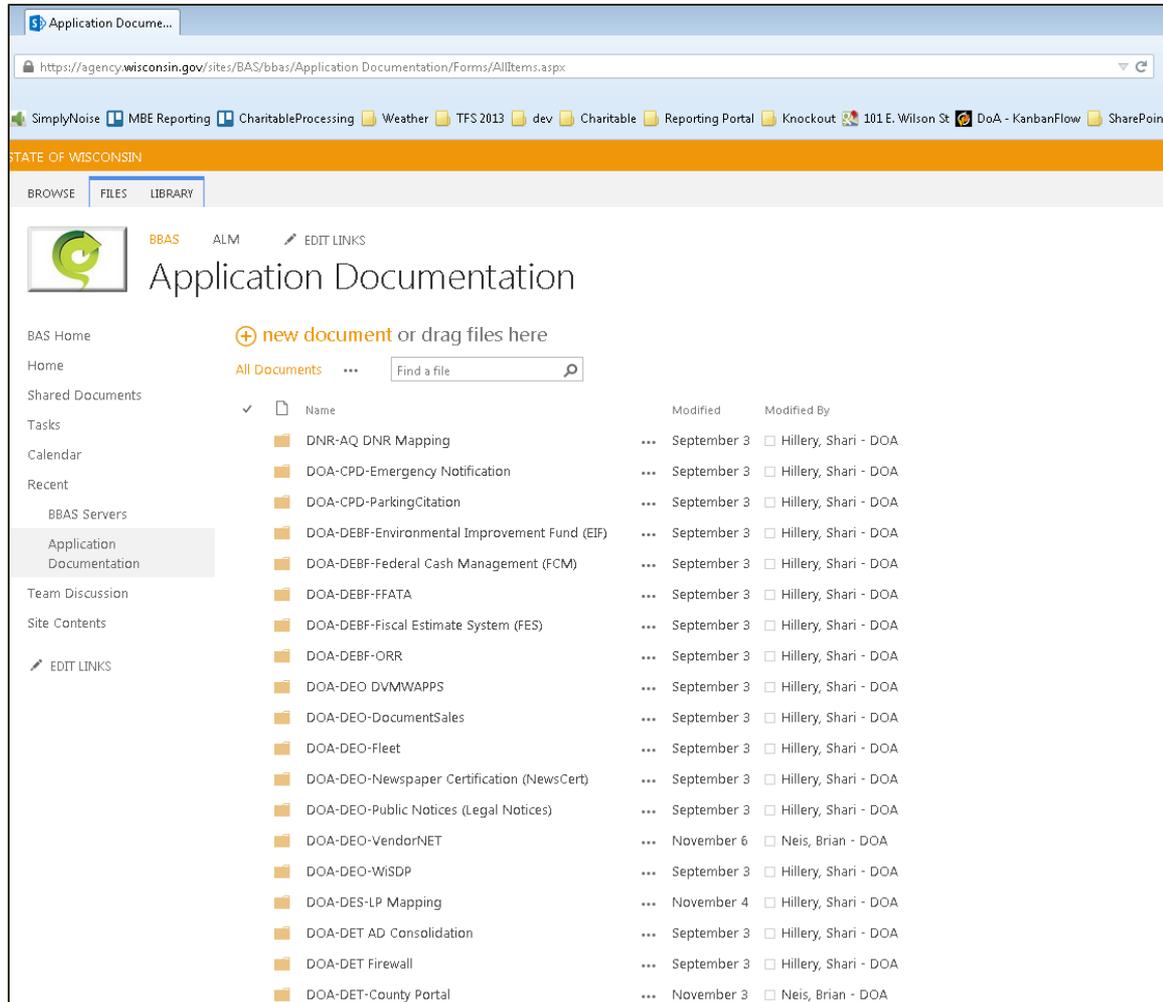


Getting SharePoint

- Talk to your IT staff. SharePoint offerings at the State are varied.
- The accounts domain is your friend.
- State employees use the accounts domain for access to email. This means that those logins can be used for SharePoint authentication and authorization across agencies.
- There is also a WIEXT domain that can be used for external customers who are not part of the state's email system.
- If you're using a cloud based SharePoint solution you can set up an account there. *Make sure it is approved.*



How Does BBAS Use SharePoint?



The screenshot shows a SharePoint web browser interface. The address bar displays the URL: [https://agency.wisconsin.gov/sites/BAS/bbas/Application Documentation/Forms/AllItems.aspx](https://agency.wisconsin.gov/sites/BAS/bbas/Application%20Documentation/Forms/AllItems.aspx). The page title is "Application Documentation".

Navigation tabs include "BROWSE", "FILES", and "LIBRARY". The "FILES" tab is active, showing a "new document" button and a search box labeled "Find a file".

A table of documents is displayed with columns for "Name", "Modified", and "Modified By".

Name	Modified	Modified By
DNR-AQ DNR Mapping	September 3	Hillery, Shari - DOA
DOA-CPD-Emergency Notification	September 3	Hillery, Shari - DOA
DOA-CPD-ParkingCitation	September 3	Hillery, Shari - DOA
DOA-DEBF-Environmental Improvement Fund (EIF)	September 3	Hillery, Shari - DOA
DOA-DEBF-Federal Cash Management (FCM)	September 3	Hillery, Shari - DOA
DOA-DEBF-FFATA	September 3	Hillery, Shari - DOA
DOA-DEBF-Fiscal Estimate System (FES)	September 3	Hillery, Shari - DOA
DOA-DEBF-ORR	September 3	Hillery, Shari - DOA
DOA-DEO DVMWAPPS	September 3	Hillery, Shari - DOA
DOA-DEO-DocumentSales	September 3	Hillery, Shari - DOA
DOA-DEO-Fleet	September 3	Hillery, Shari - DOA
DOA-DEO-Newspaper Certification (NewsCert)	September 3	Hillery, Shari - DOA
DOA-DEO-Public Notices (Legal Notices)	September 3	Hillery, Shari - DOA
DOA-DEO-VendorNET	November 6	Neis, Brian - DOA
DOA-DEO-WISDP	September 3	Hillery, Shari - DOA
DOA-DES-LP Mapping	November 4	Hillery, Shari - DOA
DOA-DET AD Consolidation	September 3	Hillery, Shari - DOA
DOA-DET Firewall	September 3	Hillery, Shari - DOA
DOA-DET-County Portal	November 3	Neis, Brian - DOA



A Warning

“...in estimating how the receiver will interpret our message, we take our self as the main reference point. We implicitly assume that because we know what we intend to communicate; the receiver will automatically know it as well...

...This finding may have dramatic consequences for e-mail communication in intra- and inter-organizational settings. Not only because we apparently are not that good in communicating ambiguous messages, but mainly because we think that we are competent in doing this.”

The Impact of E-mail Communication on Organizational Life

Daantje Derks, Arnold B. Bakker

Erasmus University Rotterdam, Rotterdam, The Netherlands

Cyberpsychology: Journal of Psychosocial Research on Cyberspace, 4(1), article 1.

Data Sharing Agreements Across State Agencies

Data sharing is the transfer of data between two or more parties.

- Data sharing itself has taken place for many years
- Types of data sharing:
 - aggregate data
 - unit record data
 - administrative dataset
- Data sharing can be one-way, two-way, or involve multiple parties



Data Sharing Agreements Across State Agencies

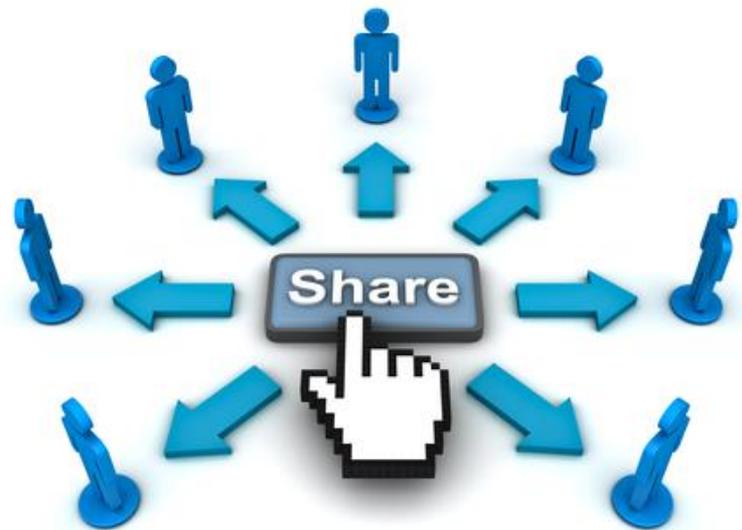
Why establish a common data sharing agreement?

- Improve service delivery
- Improve decision-making, policy, and business outcomes
 - Increase availability of information
- Enable a better understanding of issues across agencies rather than within agencies
 - Maximize the awareness and use of existing data
- Provide a more cost-effective solution when finding, using or exposing data
- Improve the usefulness of available data sources and datasets
- Improve relationships
 - Identification of common interests and access to information
- Reduce burden of current data sharing practices
 - Data sharing agreement process

Data Sharing Agreements Across State Agencies

The solution:

- Establish collaboration and commitment of data sharing across state agencies
- Legislative and statutory changes must take place
- Establish a data governance team across agencies
- Agencies must agree on standards for managing and sharing data
 - Establish a universal Data Sharing Agreement across all State agencies
 - A set of clearly defined terms and conditions for sharing data



Pros of Collaboration



- **Clear understanding of goals and timeline** - The purpose of good collaboration should be obvious to everyone involved regardless of the size of the project, assignment or goal. Setting a clear scope of the project, will ensure everyone has an understanding.
- **Delegate tasks** – Divide tasks to be conquered. Everyone has their strengths, assign tasks that will ensure they are able to contribute to the common goal.
- **Everyone participates in discussion** – Everyone is to stop and listen while others are speaking. Consider each idea before responding. Collaboration thrives when each member recognizes the value of each member's participation.
- **Good faith** - In order for collaboration to work, there must be an atmosphere or trust. If everyone is not acting in the best interest of the group, you should discuss the reasons behind their actions openly with the group. Do not point the finger or collaboration can easily turn sour.
- **Hold members accountable and exchange feedback** – Discuss with each members ways to improve. Have regular short-term milestone meetings. Check in regularly to see if everyone is on task and happy with the progress. Use fact-based metrics to monitor progress.
- **Seek consensus whenever possible** - Disagreements are common in any group environment. If you can't reach a consensus, move forward and return to the topic at a later time.
- **Don't burn bridges** – Evener if there are serious disagreements, keep emotions reigned in and forgive those who argue with you. Use humor at proper times, to defuse a situation.

Cons of Collaboration



- **Bad Attitudes** - Someone's mood can impact the group's ability to problem solve, make decisions, interact with other colleagues, and it can impact the whole culture of the organization. People can lose the ability to perform, stay productive as well as stay focused.
- **Lack of Recognition** – When personal efforts are not recognized, there will be a reduction of effort from individuals. Individuals who do not receive recognition, believe that their effort will not make much difference to the end result.
- **Loyalty** – Extreme loyalty to a group, person or cause can stand in the way of creativity, innovation and problem solving. People who are "loyal" often turn their heads to any wrong doing for fear of disapproval from the group.
- **Competition** – A good amount of competition in a workplace is healthy. Too much, can be toxic to any organization. A person that feels alienated from their team members, will no longer feel they are working towards the same goal.
- **Conflicts in Working Styles** - When you group different people together to collaborate on one project or set of responsibilities, there may be a conflict in the working styles of the individuals within the group. This can be a disadvantage because it can hold up progress on accomplishing the job at hand, while team members instead muddle through conflicts caused by the different ways team members approach the work.
- **Too many Faux Leaders** - When you have a collaborative group, you may sometimes end up with too many people trying to lead the group, and not enough members that are willing to take a backseat and just do what it takes to get the job done. This ill will can then bleed over into other areas of the work environment, causing more tension among the rest of the staff, including those that may not even be involved in the collaborative effort.

Keys to Successful Collaboration

- Communication of the key aspects right up front, will help to have a successful collaborative relationship:
- Set clear roles and responsibilities – Share power, distribute leadership
- Keep communication channels open and clear
- Explain what is important – Create a common purpose
- Spend time on relationships – Appreciate each others perspective

Collaboration is a complex, evolving relationship across many projects within State Agencies which can add value to our daily practices. Time and daily effort are required in order to successfully engage in collaboration opportunities. It is a process that will only get better with time.



Conclusion

Collaboration can bring many benefits to help achieve an objective or goal more effectively. In order for collaboration to be successful, it requires good planning and a willingness to put forth the required effort to make it work. Some things need to be considered prior to your collaboration efforts, and at regular intervals.

- What is the added value from collaboration?
- What is the cost savings?
- Will there be a measurable benefit?
- Will there be a fair share of effort and reward for each participant?

