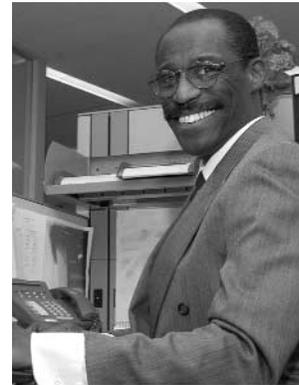




Tomorrow

Strategic Plan for 2004 and Beyond

Presenting Our Plan in Brief...



Connecting

People, Ideas, Actions, Results

NYS OFFICE OF GENERAL SERVICES

George E. Pataki, Governor
Kenneth J. Ringler, Jr., Commissioner
Robert J. Fleury, First Deputy Commissioner

MISSION

NYS OFFICE OF GENERAL SERVICES

The New York State Office of General Services manages and leases real property, designs and builds facilities, contracts for goods, services and technology, and delivers a wide array of support services. We provide government and nonprofit agencies with innovative solutions, integrated service, and best value, enabling the State of New York to function optimally.

Note: This brochure is an abbreviated version intended to serve as a general reference for our employees. The full plan contains more detailed strategies for each of the seven key strategic change initiatives. It is available on our intranet site (OGSNow) and on our public website (www.ogs.state.ny.us).

A Message from the Commissioner

With the leadership and support of Governor Pataki, and the outstanding efforts of our work force at all levels, the Office of General Services has gained a reputation as a well-run state agency. We systematically create plans. We get the job done, we check our results, and we make improvements.

As well, OGS is always looking toward tomorrow. We have recently updated and refocused our OGS Tomorrow Strategic Plan because these plans need to remain fresh and responsive to the changing context in which the agency operates.

In 2003, OGS lost about 12% of its staff during a retirement incentive program, and many others are approaching retirement eligibility. Thus, the composition of our staff is undergoing rapid change. Budgetary constraints are also a significant factor in our present operating environment.

I feel this is our most promising plan yet because it grew primarily out of the voices and views of our work force. An employee survey and a series of employee discussion groups helped direct our attention toward certain strategic issues, and greatly influenced the choice of key initiatives as well as the specific strategies selected.

OGS has a well-established understanding of our mission, goals and objectives. We have proven we can be counted on to perform well under normal and emergency situations. Our current greatest challenge is to sustain and nurture our organizational strengths and capacity in relation to customer expectations and, while we do so, ensure that OGS offers satisfying and rewarding work experiences for all members of our organization.

The strong commitment of our management and employees to learn, share, and innovate is the asset that matters most in enabling us to adapt in the manner envisioned in this plan. I look forward to working with you all as we implement our overall OGS Tomorrow strategy.

Sincerely,



Kenneth J. Ringler, Jr., Commissioner of General Services

Our Challenge

Keeping Connected

Our agency encompasses many different programs and we have many ambitious things we want to accomplish. Yet, one word captures the vision and spirit of OGS' strategic plan as a whole, and can serve as your key to its contents. That word is "Connected."

OGS strives to connect with our customer agencies, business partners and suppliers, public employee organizations, and public audiences—through understanding their issues and requirements, staying in touch with their changing needs, and collecting their reactions after providing services or concluding a project.

OGS program areas strive to connect with one another through integrated strategic and annual business planning, participation on project teams, constant communication, technology linkages, information sharing, and day-to-day cooperation. Yes, we are organized into business units, each of which has its own mission. But we must never underestimate the interdependence between our business units, and the need to coordinate our efforts.

OGS staff members strive to connect with the individuals they interact with on the job—bosses, staff, colleagues, customers, vendors, and members of the general public. This is where one-to-one outreach, taking care to tune in to the objectives of each party, and respect for each other's dignity enable us all to remain motivated and productive.

Connecting doesn't always come naturally. It takes extra effort to pass on information and explore ideas with each other and then follow up appropriately. Technology is one tool we can use to connect better. Use of project planning methods is another. Appreciating diversity, rearranging our resources, forming new partnerships—these are all ways to create the connectedness that will power the results that OGS aspires to achieve.

As one agency working together, we can best fulfill the goals conveyed in our plan. Keep "connected" in mind.

Our Customers

INSIDE STATE GOVERNMENT

STATE AGENCIES

Operating Agencies

Agency officials
Administrative directors
Facilities managers and planners
Fiscal officers
Information management directors
Purchasing directors

Control Agencies

Division of the Budget
Office of the State Comptroller
Attorney General's Office
Department of Civil Service
Office for Technology

EXECUTIVE CHAMBER

OTHER GOVERNMENTAL ORGANIZATIONS

Authorities
Commissions
State University of New York
Legislature
Judiciary

STATE EMPLOYEES

OGS

Executives
Business Units
Employees

OUTSIDE STATE GOVERNMENT

LOCAL GOVERNMENTS

Counties
Cities and towns
Fire districts

BUSINESS COMMUNITY

Architecture and engineering firms
Contractors
Consultants
Construction managers
Vendors and suppliers
Landlords
Chambers of commerce

GENERAL PUBLIC

Consumers of government services
State citizens
School children
Tourists

NOT FOR PROFIT ORGANIZATIONS

School districts
Educational institutions
Child care centers
Health care providers
Food banks
Summer food service programs for children
Summer camps
Museums and libraries
NYS Industry for the Disabled

Goal 1

Public Benefits from Outstanding Performance

Our first goal is to contribute to the public good by using our specialized talents to achieve outstanding performance in the pursuit of efficient and effective government. We will keep the physical and operational infrastructure for state government in optimal condition. The economic and societal benefits stemming from our programs and projects will be as significant as possible.

Key Objectives

- (1) Meeting the current and future office space needs of state agency tenants, while helping to meet downtown revitalization goals.
- (2) Ensuring the safety and security of people using state properties, as well as protecting the facilities themselves.
- (3) Conserving energy use while contributing to environmental quality.
- (4) Preserving, renewing and redeveloping where appropriate the state's buildings and properties.
- (5) Providing contracting mechanisms that are easy for purchasers, vendors, and contractors to use and that support cost efficiencies.
- (6) Delivering seamless, cost-competitive publication and distribution services for state agencies.
- (7) Enabling the general public to use and enjoy our unique government facilities in many different capacities.
- (8) Providing cost-effective administrative support services to other state agencies.

Assessing Results

OGS will continue to measure its success in contributing to the public benefit by examining such key indicators as:

- Operational cost efficiency
- Financial management results
- Incidence and costs of emergencies, malfunctions, accidents and other adverse situations
- Facility condition assessment results
- Comparison of preventive maintenance expenses with repair and remediation expenses
- Percentage of on-time, on-budget projects
- Various energy usage indicators
- Degree of compliance with relevant standards and guidelines
- Contract utilization
- Competitiveness of prices
- Public participation in OGS programs and events



Goal 2

Cost-effective Products and Unparalleled Customer Service

Our second goal is to provide each OGS customer with high quality work products and customer service superior to other organizations competing for the work we do. Our service efforts will be well coordinated and responsive to changing needs.

Key Objectives

- (1) Making it easy and pleasant to do business with OGS, regardless of what part of our agency is involved.
- (2) Communicating clearly with our customers and suppliers.
- (3) Delivering our products and services in as timely and reliable a manner as possible.
- (4) Promoting constant innovation in our products and services.
- (5) Using public/private alliances effectively to extend our product and service capabilities.

Assessing Results

OGS will continue to measure its success in achieving quality products and customer service by examining such key indicators as:

- Customer satisfaction ratings, customer retention, and growth in customer base
- Customer comments and complaints
- Time and cost to deliver services
- Adherence to schedule and budget commitments for deliverables
- Number of product and service innovations
- Rates of defects, errors, omissions
- Number of partnerships

Goal 3

An Excellent Place to Work

Our third goal is to provide our employees with a workplace where we all share in a sense of challenge, opportunity, and success. Along with clear, dynamic leadership, our work force will also have the necessary skills, information, work environment, tools, flexibility, and motivation to get the job done for the customer. This will enable us to excel as individuals and as a team.

Key Objectives

- (1) Providing effective leadership, management, and supervision.
- (2) Ensuring that employees and management have the right information, technology, and equipment to do their jobs well.
- (3) Sustaining a broad range of staff expertise.
- (4) Maintaining individual and program accountability, and recognizing people's contributions to excellence.
- (5) Achieving coordination among program areas.

Assessing Results

OGS will continue to measure its success in creating and sustaining an excellent place to work by examining such key indicators as:

- Range, quantity, and participation rates in employee development opportunities
- Percentage of employees with individual development plans and employees receiving career planning assistance
- Percentage of employees receiving annual performance evaluations with useful feedback
- Job and career mobility indicators
- Amount of investments in new technology and equipment
- Range and impact of communication activities
- Employee satisfaction ratings on key quality of work life variables
- Number of awards and recognition events



STRATEGIC INITIATIVES

Initiative: Reinventing Our Management and Supervisory Culture

Our agency is staffed more leanly today than it has been for many years. Yet the customer expectations are great, and our internal performance standards have increased. Many members of our work force, in their sincere efforts to cope with changes and sustain excellence, are concerned about work overload, increasing stress, and the need for effective interaction between supervisors and staff. These conditions warrant a rethinking of OGS' management and supervisory culture.

Where We Want To Be Within 2-3 Years:

- We will have improved the alignment between the expectations of the Commissioner's Office and the management/supervisory styles and practices found at all levels.
- We will have created more accountability for effective management and supervision.
- We will have developed and put into place new techniques for managing workload and reducing stress levels within the agency.
- We will have ensured, through careful reexamination and adjustments where warranted, that the distribution of available financial and staff resources represents the best possible match to production requirements.

Strategies To Get Us There:

- Set clear expectations for managers/supervisors and create accountability
- Clarify and strengthen requirements for promotion into management/supervisory roles
- Invest in development of management/supervisory skills
- Increase managers/supervisors' communication activities
- Adjust how we allocate and manage work in OGS
- Make planning and results assessment a more inclusive process

Initiative: Focus on Frontline Needs — Communication, Skills, and Growth Opportunity

Many members of our frontline work force have long carried out their duties responsibly for the agency and yet feel that they have comparatively little access to information, support, and growth opportunities. As we look at these jobs today and in the future, we can see the requirements changing: higher skills in written and oral communication, tracking and understanding data, and particularly in using computers are necessary for successful performance. Ability to move up on career ladders is also increasingly dependent on development of such skills. OGS has created programs to give opportunities for motivated frontline workers.

However, we now plan to take on the challenge *comprehensively* to strengthen our frontline staff's capabilities and increase their job advancement potential.

Where We Want To Be Within 2-3 Years:

- OGS will have motivated employees on the front line who are well informed and actively expanding their skills and preparing themselves to compete successfully for promotional opportunities.
- There will be access to a broader range of job growth opportunities, and fewer dead-end positions.
- Employees on the front line will experience greater job satisfaction and know that their efforts can produce results for them personally as well as for OGS' customers.

Strategies To Get Us There:

- Make changes to improve the job mobility for motivated frontline employees
- Demonstrate greater respect for employees' abilities, ideas, and judgment
- Provide proper tools, equipment, supplies, and especially training
- Increase recognition provided to individual frontline staff

Initiative: Talent Pool Replenishment

Like many public agencies, OGS is concerned about being able to replenish its talent pool in a smooth and steady manner as we undergo the anticipated retirement bubble of the next few years. The rate of new hiring into OGS during the last several years has been relatively low. Recently educated people who can become the knowledgeable core of our future work force are scarce within OGS today. Moreover, OGS has begun to develop gaps in its current skill base—skills that are needed now. Left unaddressed, this situation could increasingly weaken the agency's capacity to meet customer expectations.

Where We Want To Be Within 2-3 Years:

- OGS will be moving toward a better balanced distribution of its work force so that there will always be sufficient people in training to carry on the knowledge and work of the agency as veteran staff move on.
- OGS will have established ongoing succession management.

Strategies To Get Us There:

- Assess and take action to retain institutional knowledge
- Create opportunities to hire that will address OGS' unique needs
- Take a fresh approach to attracting talent into OGS

Initiative: Best Management of Consultants and Contractors

Several of our business units with specialized work to accomplish use consultants and contractors to supplement in-house staff. The key business rationale is that it enables us to produce more and satisfy more of our customers' expectations in a timely and effective way. However, staff have reported that the contractors' work is sometimes substandard and, in their view, the model may not always make the best business sense. The challenge that we will address through this initiative is how to get the best results from our "extended" work force and how to make sure that we keep the best balance in using such supplemental staff.

Where We Want To Be Within 2-3 Years:

- OGS state staff will be more comfortable with and effective in managing contracted projects and work efforts.
- Contracted work will meet our expectations for quality with little or no rework.
- OGS' use of contract employees will be tied to the need for specialized skills and a benefit-to-cost justification.

Strategies To Get Us There:

- Assess and explain the appropriate use of contractors/consultants
- Improve our techniques for getting good value from contractors/consultants

Initiative: Information Integration & Knowledge Management

The quantity of data and information that OGS uses for its work is vast. Organizing it in ways that will best facilitate appropriate access and exchange (among business units as well as with external entities) constitutes both a tremendous opportunity and a daunting challenge. Meanwhile, in keeping with the State Office of Cyber Security's direction, OGS must ensure that our information assets are sufficiently safeguarded. A related challenge is that institutional knowledge is, in many instances, too narrowly held. This increases the risk and potentially diminishes agency effectiveness. Thus, OGS must develop ways to manage its information holdings and knowledge better.

Where We Want To Be Within 2-3 Years:

- Electronic storage and retrieval of agency documents will be practical and efficient.
- There will be optimal integration of data used, stored, and exchanged here in the agency.
- Data security will be significantly strengthened and will represent an acceptable balancing of effort and risk.

- OGS will make widespread use of imaging technology.
- Systematic and ongoing knowledge exchanges will minimize the impact of staff changes.
- Critical agency information will be identified and available should a disaster occur.

Strategies To Get Us There:

- Identify and organize the agency's data
- Identify and implement incremental steps to make agency data and information more useful and accessible
- Introduce additional safeguards for the agency's information and knowledge assets

Initiative: Enhancing the Visitor Experience in State Government Sites: Balancing Access with Security

In the post 9/11 era, there are compelling justifications for tightening the security of state government facilities and operations. At the same time, the facilities must continue to support and serve the spectrum of public uses that are integral to open government and cultural enrichment. The challenge we face is planning and implementing solutions that can optimize public convenience, value, and enjoyment while also achieving necessary levels of protection.

Where We Want To Be Within 2-3 Years:

- We will have established the "right" balance between security measures and public access.
- New safety and security measures will have minimum inconvenience to building users.

Strategies To Get Us There:

- Implement adjustments that help to balance security with accessibility
- Introduce enhancements and aids to the visitor experience

Initiative: Simplification and Streamlining of Contract Development, Management, and Use

A substantial portion of our agency resources are devoted to the establishment of contracts of various types. We have streamlined some aspects already. For example, we now notify vendors of bidding opportunities in our procurement-contracting program electronically, saving considerable time and effort. But, overall, contracting processes are acknowledged by many parties to be cumbersome. Public procurement laws, rules, guidelines, and interpretive documents are a contributing factor. Furthermore, various procedures have been introduced and used for many years without major overhaul to take advantage of technology tools or eliminate non-value-added parts of the process. Our challenge is to expedite change and make our contracting activities less protracted and more cost-effective.

Where We Want To Be Within 2-3 Years:

- The business processes used for contract establishment and administration will be measurably less burdensome and less time consuming.
- The workflow entailed in contracting will be supported by automation as much as possible.
- Unnecessary variation in contract development projects will be reduced.
- Vendors, contractors, and contract users will experience new efficiencies and the contracts will be more user friendly than they are today.
- Potential bidders on contracts for design and construction projects will be able to access an electronic plan file room to assist in preparation of bids (instead of receiving printed sets of plans).

Strategies To Get Us There:

- Implement change in the contracting procedures used in OGS
- Broaden staff knowledge of contracting processes as well as the structure and content of contracts in OGS' portfolio





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Serving New York

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OGS employees are encouraged to visit our internal website,
OGSNow, to read the full version of this plan.

It can be also downloaded from the OGS public website:
www.ogs.state.ny.us