

IACA 2008 - SALT LAKE CITY

UNITING LOCAL AND GLOBAL PERSPECTIVES

Merit Award Application and Criteria

Completed applications must be received by: March 21, 2008

Send completed application to: **Randy Moes**
1019 Brazos, Suite 505
Austin, TX 78701

Criteria:

1. Any technology project initiated by the filing office that improved the efficiency of the office, service to the customer or otherwise benefited the office; or
2. Any innovative changes in your office that have been implemented that have allowed the office to continue or increase its efficiency.
3. Only those projects that have not been previously selected for recognition and which are presently in operation may be nominated (projects which are planned or currently under development are not eligible)
4. Application must be accompanied by a separate detailed description of the project or innovation and must demonstrate how it has enhanced your office. Award recipients will be given 10 minutes at the 2008 IACA Conference to present their project.
5. While specific content of the submission is not mandated, project should include; an introduction to the project, description of the project, results of implementation, cost-benefit of project and lessons learned.

Jurisdiction: Illinois

Submitted by: Dennis Hankins

Date Submitted: March 20, 2008

Brief Description:

The Illinois Secretary of State, Department of Business Services, Director Raymond S. Cachares instituted the first ever Organizational Reference Manual for the department. The Reference Manual provides a detailed outline of: organizational charts outlining departmental divisions and sections; functional work flows for each division and section; and job descriptions and performance measurements for each budgeted position of the department.

A major operational outgrowth of this reference document resulted in Illinois offering on-line electronic filings of Domestic Articles of Incorporation, and Uniform Commercial Code and Federal Tax Lien database searches free of charge in 2007. In addition, we enhanced services for a unique real time Direct Access g-link to the Secretary of State's database. The newest electronic application enhancements bring the total number of Illinois electronic business offerings on-line to date to ten electronic consumer friendly applications.

Detailed Description:

The Department of Business Services Organizational Reference Manual serves as an annual documentation of the organizational structure, work process flows, and functional position descriptions of employees within the Department. This manual is updated annually in conjunction with the preparation of the Department's annual budget.

This manual is intended to maintain a current reference document for both internal and external use. Internal organizational uses for this document include: Maintaining a current record of organizational structure, facilitating staffing analysis and workflow needs, budgetary position control, organizational planning, and performance measurement by Department, Unit, Section, and Employee. External uses include:

organizational and operational audit purposes, budget preparation, position control, and long range planning.

On an annual basis, all Department administrators and managers review their respective organizational structures, operational workflows, and employee position descriptions. Any changes within the Department are noted and incorporated into the next year's reference manual.

It should be noted, that budget position identification "K" numbers are used in all charts and process flows, as well as position descriptions. These numbers are assigned to the position, regardless of the individual incumbent. In addition, all employee functional position descriptions include performance measures and general standards for each function, as well as the position identification "K" number of employees who perform these functions in their absence at the end of each description.

The Department Organizational Reference Manual (DORM) is tab divided by the major operational Divisions within the Department of Business Services. Within each Division there are dividers, which identify operational sections within each division. There are three major components in each operational section of the reference manual:

- Organization Charts – These charts depict the current organizational structure within the Department. Each chart reflects the hierarchical chain-of-command within each unit, along the span of operational control under each supervisor. Every position on the chart includes the budgetary position control "K" number for that title.

- Functional Process Flows – Following the organizational charts are a series of work flow charts for all operational systems within each division and section. Each flow chart outlines the sequential workflow process of functional steps from start to finish. Each step in the process includes an operational description of the step, along with the "K" numbers of employees involved in that work.

- Individual Position Descriptions – Individual Position Descriptions for every employee in an organizational unit are printed on blue colored sheets, which follow the flow charts. These position descriptions include the payroll title, budget control “K” number, a summary of job responsibilities, a listing of major position functions along with performance standards for each function, and the designated person who replaces this person in their absence – as identified by “K” number. (It should be noted that the names of the current incumbents in these titles are not represented on these generic descriptions – but can be referenced on the organizational charts, if desired.

Electronic advancements were based on the most frequently requested public use items. Assessments of the convenience to the public and operational needs of the Department of Business Services were considered when offering electronic applications on-line.

Cost-Benefit:

The cost benefit is realized by many state agency resources, as well as reflecting an overall savings benefit to the taxpayers of Illinois.

If a governmental agency were to outsource a project of this nature through a Management Consulting Firm the project cost could be as much as \$150, 000.00 initially, with an annual maintenance fee of \$5,000.00 to \$10,000.00. The Business Services staff completed the Operational Reference Manual internally while maintaining a zero external expense.

State government is often remiss in maintaining current comprehensive documentation of their organizational structure, operations systems, and staffing. The reference manual development and annual update by managers, provides an

institutionalized review process and awareness that otherwise is neglected. This update is conducted in concert with the Department's annual budget development process.

Workflow analyses are provided in the manual and amended each calendar year to reflect the changes in any departmental systems. This facilitates in the identification of staff utilization, and provides documentation for budgetary requests relating to staffing requirements.

A variety of State government agencies that have found the Organizational Reference Manual a valuable tool that saves time, personnel resources, and operational expense are:

- ❑ **Budget Department**
- ❑ **Information Technology Department**
- ❑ **Internal Auditors**
- ❑ **External Auditors**
- ❑ **Personnel Department**
- ❑ **Department of Business Services Management Staff**
- ❑ **Executive Office of the Secretary of State**
- ❑ **Management study groups**

Lessons Learned:

After our first manual was published, we discovered the value of managers being required to conduct a detailed review of their operations each year to update the Organizational Reference Manual. The exercise is enlightening, educational and informative.

Very few government agencies have such a document. The Department's professional credibility as a well-managed government entity is demonstrably represented by the document.

The Reference Manual is an invaluable resource document when embarking on new information technology initiatives, presenting budgetary requests, and responding to a wide variety of audits.

**Awards will be presented at the 2008 IACA Conference.
Award recipients should be prepared to give a brief
presentation (approximately 10 minutes) about their project.**