ALL HANDS ON DECK
2014

Ronald S. Chandler
Chief Information Officer

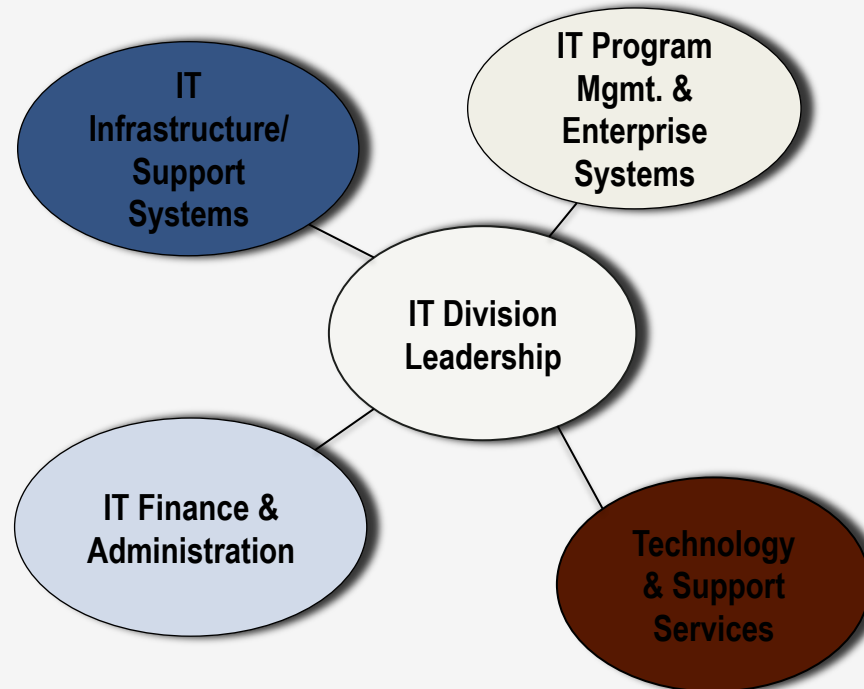## Where We've Been and Where We're Going

Let's talk about our collective journey…

- 2013 – Hip Hip Hurray!

- Better check yourself before you wreck yourself!

- What have you done for me lately?

- When I was a child……

"Enable <u>student achievement</u> and <u>operational efficiency</u> through deployment of appropriate technology solutions."

<u>IT Division Structure</u>

DOE National Ed Tech Plan

LAUSD Strategies

- Using Data to Drive Standards-Based Instruction
- Supporting All Employees
- Budgeting for Student Achievement
- Creating and Supporting Quality Schools

ITD Strategies

- Improve Governance and Transparency
- Improve Understanding and User-Friendliness of ITD
- Develop Technology Architecture - "Master Technology Plan"
- Support and Improve ITD

ITD Plan

- Reallocate Resources
- "Projectize" Ongoing IT
- Perform ITD "Health Checks" and Improvements
- Prioritize Projects
- Monitor Project Progress

"Priorities"

"Focus"
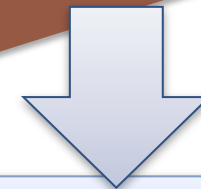
"Actions"

Reflecting on where we have been

We've been successful in moving from planning to EXECUTION

We are here!

Defining the FUTURE IT Environment	→	Making it Happen!

Reflecting on where we have been

Our accomplishments in 2013

- Launched Phase 1 of the Common Core Technology Project
- Began execution of Disaster Recovery and Business Continuity
- Broke new ground in leveraging vendor partnerships
- Set new standards for crisis management

Reflecting on where we have been

Our accomplishments in 2013

- Completed 424 capital projects at 417 school sites
- Increased the District's wide area network (WAN) capacity x20
- Completed a cyber security awareness campaign for students, parents, staff
- Provisioned new identity management accounts for over 450,000 students

Reflecting on where we have been

Our accomplishments in 2013

- Launched a successful go-live of the Legacy Replacement Program
- Launched the first modules of My Integrated Student Information Systems
- Began work to migrate to a cloud-based employee email account system
- Acquired and implemented a new mobile device management

Reflecting on where we have been

Our accomplishments in 2013

- Consolidated the HelpDesk and Field Services for greater efficiency
- Responded to nearly 42,000 technical support requests
- Implemented use of remote support and online chat for efficient support
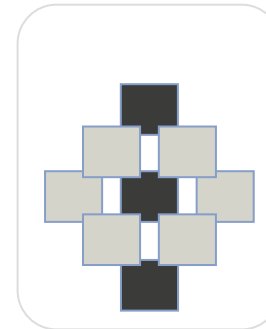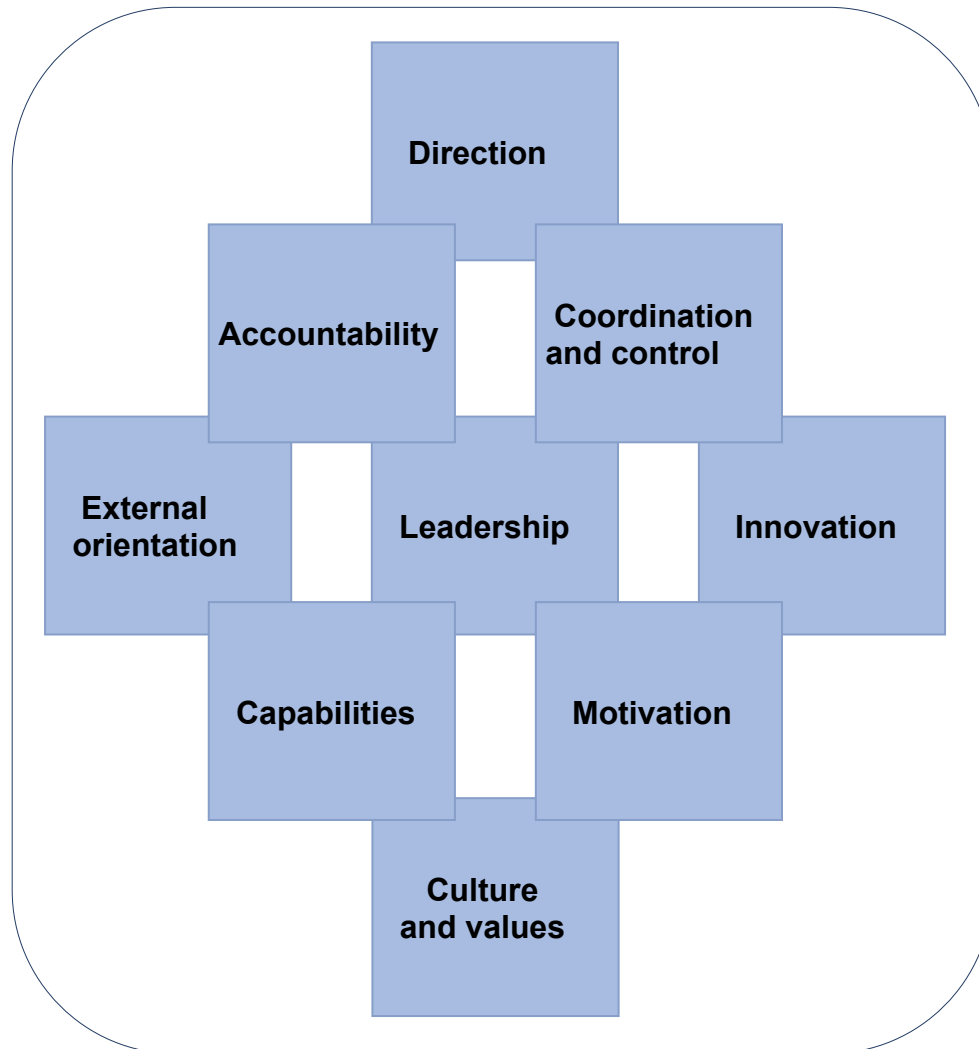- Launched a modern workflow management tool for Board meetings

Where we are going next...

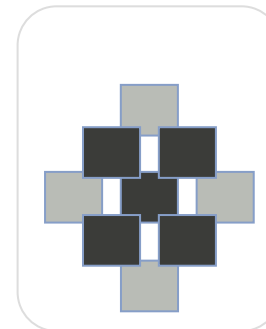We are embarking on a journey to improve organizational health.

- Engaging in continuous "temperature taking"
- Giving a stronger voice to all ITD employees
- Fostering a culture of open communication and sharing

Building a Culture of Continuous Improvement

Alignment
Well-connected vision, strategy, and culture

Execution
Demonstrated excellence in implementing strategies

Responsiveness
Listening to and learning from needs inside and outside the organization

Source: McKinsey & Company [Note: Responsiveness originally called "Renewal" by McKinsey]

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Building a Culture of Continuous Improvement

Direction

Accountability

Coordination and control

External orientation

Leadership

Innovation

Capabilities
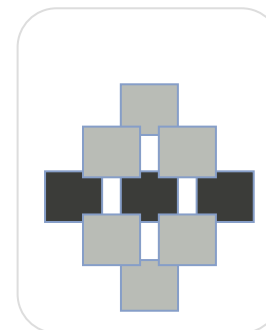
Motivation

Culture and values

Alignment
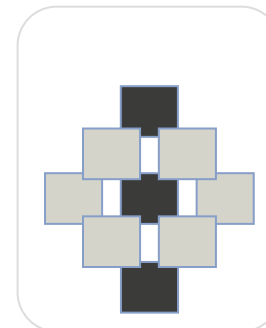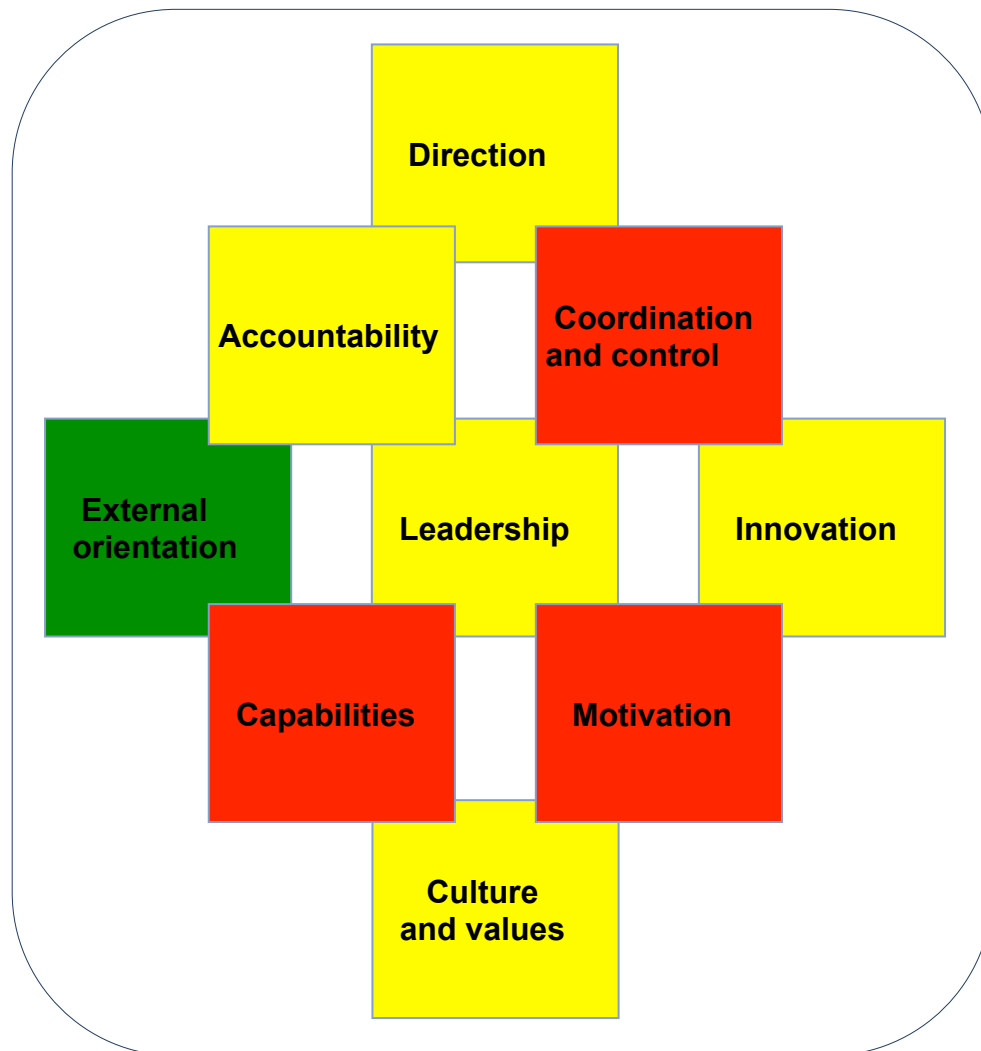Well-connected vision, strategy, and culture

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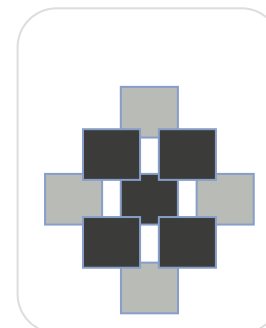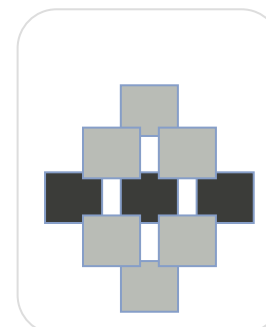Listening to and learning from needs inside and outside the organization

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Source: McKinsey & Company [Note: Responsiveness originally called "Renewal" by McKinsey]

Building a Culture of Continuous Improvement

ITD OHI SUMMARY SCORES
AVERAGE N=288

	Practices need attention	Practices are workable	Practices are strong
Positive	0-10% 11-20% 21-30%	31-40% 41-50% 51-60%	61-70% 71-80% 81-90% 91-100%
	1.0 to 2.3	2.4 to 2.6	2.7 to 4.0
Negative	100-90% 89-80% 79-70%	69-60% 59-50% 49-40%	39-30% 29-20% 19-10% 9-0%

	Dimension	Score
Alignment	Direction	2.5
	Leadership	2.5
	Culture & Climate	2.5
Execution	Accountability	2.4
	Coordination & Control	2.3
	Capabilities	2.3
	Motivation	2.1
Responsive-ness	External orientation	3.0
	Innovation	2.4

Building a Healthy ITD – What you told us about ITD

What this means is that…

➢ We have a clear vision of the IT future state and get clear direction from the top.

➢ Translation of vision and goals into clear roles and responsibilities is lacking.

➢ While our culture is supportive, we are not comfortable with confronting differences.

➢ Our external outreach and innovation performance is strong.

Building a Healthy ITD – What you told us about ITD

What this means is that…

➢ High Performance does not reap meaningful rewards

- Limited ability to collaborate across departments
- Poor knowledge transfer and documentation
- Need more meaningful training and development opportunities

➢ ITD rises well to unexpected challenges

- We have solid technical talent and effectively use outside resources

Building a Culture of Continuous Improvement

How do we improve as an organization?

Building a Culture of Continuous Improvement

How do we improve as an organization?

1 Align ITD Vision and Goals to departmental performance plans

2 Determine metrics and targets that will best reflect whether we are meeting our goals

3 Hold monthly conversations to track progress towards goals and determine strategies for improvement

4 Increase opportunities for cross-departmental conversations and sharing ideas

5 Align performance evaluations to departmental objectives using clear and helpful language

Increasing opportunities for departmental growth

Performance Scorecards

Goal: Provide prevention and intervention services that help create a safer school environment.

Operational Metrics	FY 13 Actual	FY 14 YTD	FY 14 Target	Supporting Projects and Activities
% of students with chronic medical conditions that have trained staff at their school sites to handle life threatening medical emergencies.	100%	■ 97.0%	100%	• School Nurses will identify students with chronic medical conditions • School Nurses will provide training to school staff as students are identified
% of schools with at least one staff member trained in CPR and First Aid.	71.1%	■ 63.8%	75%	• Identify schools that require training CPR/first aid • Deliver training where needed
Key Performance Indicators				
% of students and staff who receive appropriate first responder treatment within the first 10 minutes of a medical emergency	80.5%	■ 66.2%	90%	

Performance Snapshots

Monthly Performance Dialogues

- Recognize good performance
- Discuss ideas for overcoming barriers
- Identify opportunities to improve results
- Confirm next steps to improve outcomes
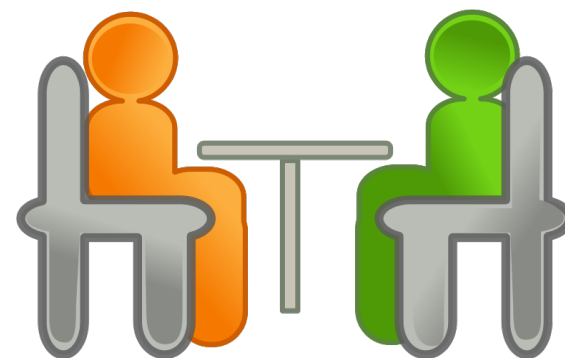
Increasing opportunities for employee growth

Professional Growth Plans

Goal:	Learn how to program and configure advanced WAN support equipment	
Focus Area:	Professional/Technical Expertise	
Intended activity/training to help me reach my goal		**Expected Completion Date**
Take courses towards becoming a Cisco Certified Voice Professional (CCVP)		March 2015
Pass at least one of the exams required for becoming a CCVP		May 2015
Shadow a WAN Specialist II at least 8 times when s/he programs and configures complex data, voice, and video network equipment		Twice per quarter
Indicators of success that reflect progress in reaching my goal		**Expected Completion Date**
Successfully assist a WAN Specialist II in programming and configuring a complex data, voice, or video network device		March 2015
Successfully program and configure a complex data, voice, or video network device under the guidance of a WAN Specialist II		May 2015

Notes from Employee Growth Dialogues

Summer	Fall	Winter	Spring
• Registered for CVOICE training • Shadowed WAN Specialist II twice	• Attended CVOICE training • Shadowed WAN Specialist II three times	• Studied for 642-437 CVOICE exam • Shadowed WAN Specialist II twice • Assisted WAN Specialist II in programming and configuring a complex voice device	• Passed 642-437 CVOICE exam • Shadowed WAN Specialist II twice • Successfully programmed and configured a complex voice device

- Select top 3 professional growth **goals** to pursue for the year

- Identify **training and activities** to meet each goal

- Outline **indicators of success** that reflect progress in reaching each goal

Quarterly Professional Growth Dialogues

- Review progress
- Discuss ideas for overcoming barriers
- Identify opportunities to continue moving towards goals
- Confirm next steps

Increasing opportunities for growth

The IT Academy

- Provides training to IT employees including preparations for certifications
- Building knowledgebase systems to help employees build skill sets and expertise
- Increasing offerings based on demand for additional training and growth opportunities from departments

Where We Go From Here

Let's Talk!

- How can we be proactive instead of reactive?
- How do we increase the presence and understanding of ITD?
- What can we do to keep up with the pulse of what's happening?

Where We Go From Here

Let's Talk!

What else is
on your mind?