

Director's Monthly Message: Janel L. Forde

Every agency exists for a purpose. CMS delivers shared resources to state agencies, employees and local government. This purpose defines our daily activities, but it does not reflect where our agency desires to go. Our leadership team is currently taking on the task of shaping our vision and defining where our agency will be in the future.

First, the team reached consensus on some of the broad operating principles CMS would use as the basis for planning our future. These include:

- We improve the process by first making it easier and as valuable as possible.
- We respect, honor, include, and trust one another.
- We focus on ideas and innovation rather than titles and personalities.
- We support our decisions with facts and information.
- We seek input from all areas of CMS as we consider strategies, goals, and outcomes.
- We seek first to *understand* before we request to be *understood*.

By laying out a set of operating principles that all of us can agree on, we are taking the first step in reaffirming the culture of our organization. The health of a culture drives an organization's ability to achieve great progress. This brings me to how we are considering a 4-year and 10-year vision for CMS.

The great Chicago architect, city planner and father of the 'skyscraper,' Daniel Burnham, once said, "Make no little plans. They have no magic to stir men's blood and probably will not themselves be realized." With that inspiration in mind, we considered the potential – not the limitations – of Central Management Services and developed this initial future vision to guide us:

VISION:

**In 4 years,
CMS will be a top-tier
employer in the State of Illinois.**

**In 10 years,
CMS will be the premier State central services
and administrative agency in the nation.**

I know that for many of you, these statements may be viewed with a skeptical eye. That is understandable. We do, however have a plan in place to start making progress on this vision. It begins with developing a highly engaged team of employees, and in fact, we want CMS to be measured among the top 10 percent of the most highly engaged employees among all State agencies. We will emphasize employee recognition, not just for a job well done, but how staff accomplishes their tasks. Whether it is through teamwork and collaboration, ingenuity and creativity, or adopting a new idea or concept to solve a problem, we want to recognize how our people get things done for our agency customers and how they make progress toward improving our processes.

Leadership's focus is also on investing in and providing new learning and growth opportunities through greater training and support. We want to provide you greater autonomy to own the work you do. Our Personnel team – as you will learn in the feature this month – is already making progress at addressing challenges in their area.

Staff will be given the tools, time and resources to face down long-standing obstacles, and together we will find solutions to delivering better service to our customers.

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As an agency, we will prioritize what we must address first across the organization and challenges the status quo. By approaching opportunities for improvement in this way, CMS will deliver better services to the agencies that depend on us. I believe that together, we can shape CMS into a national example of a premier State service delivery organization.

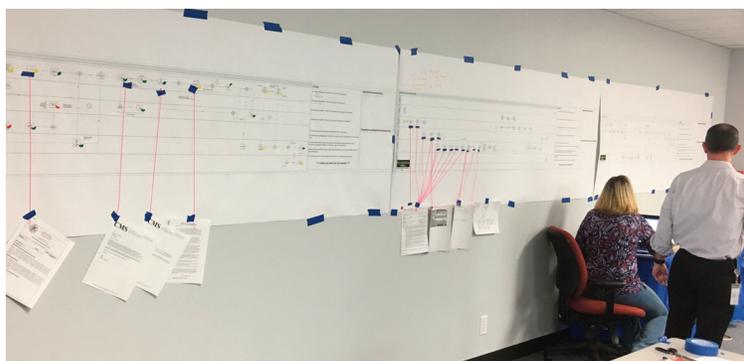
We value your opinions and insights, too. Please consider sharing your perspectives about the creation of CMS's vision with your deputy director, and we will include them in our ongoing conversation.



Personnel Process Improvement Efforts and Training Development

[First in a series of updates on efforts to address high-priority Personnel issues]

In a conference room on the 2nd floor of the EPA building, a team of Personnel staff is surrounded by four walls papered with charts, graphs and spreadsheets. Their task? Tackle the bureaucratic tangle of the **Bureau of Personnel's** hiring processes to speed up and simplify how candidates are considered for State jobs. These professionals are temporarily reassigned from their day-to-day activities to focus solely on where processes can be improved.



Teresa Smith, deputy director for the **Bureau of Personnel** explains, "This represents a new mindset, a different approach by the administration to address how State operations are improved. We're taking front-line staff and giving them the time and resources to focus solely on a specific, high-priority project. And, because they are the ones in the trenches, doing the work on a day-to-day basis, they're best-equipped to figure these things out."

For many involved, the experience is an empowering one, and eye-opening for those often so close to the work that they haven't had the opportunity look at the big picture. "Some of our staff are having moments in which they realize that one application or piece of paperwork might be touched by staff as many as 15 times before any determination is made," Teresa says. These are processes that must be addressed – now - or we simply cannot source the talent to agencies that they need in a timely manner."

The white boards scrawled with timelines and numbered steps illustrate the progress already being made. To provide perspective on the issue, Teresa acknowledges, "The average time from candidate-to-hire for the State varies greatly depending on the type of position being filled, however, many sequences take anywhere from 180 to 300 or more days to complete. That cycle time could be reduced to approximately 45 days by the close of 2019 if we continue to successfully identify the roadblocks and remove them. That reduction would represent enormous progress, and while it may be a lofty goal, we have a group of engaged, enthusiastic staffers who are up to the task."

In addition to improving standard processes related to hiring, Personnel is tasked with developing a renewed

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training curriculum that will support and strengthen the skills of current employees across the State. Teresa points out, “Without the talent and training in place, CMS will not be able to achieve our 4- and 10-year operational and performance goals that the leadership team is currently developing.”

To compliment the hiring process improvements, Personnel training coordinator, **Jeff Pentzien** is focusing on developing a new interview and selection training. Once on board, new employees will also experience an enhanced employee orientation and onboarding program led by the internal Personnel team to ensure they experience a smooth start in their new roles.

Teresa says, “Our leadership team across the agency is collaborating in our efforts to offer a robust training program. We have prioritized training and curriculum into four groups. Health and Safety training is our highest priority for employees.” CMS’s Director of Security, **Dave Allen**, is charged with coordinating and leading a CMS Health & Safety Committee. This committee will identify the most critical safety training gaps and work with internal and external partners to begin offering sessions. “Being equipped to appropriately respond to emergencies is something we owe our staff,” Teresa adds.

All CMS employees will participate in Mandatory Compliance training to ensure that the organization meets all State statutory requirements. We will also reinforce leadership and management skills through a structured Leadership Bootcamp to be introduced later this fall. Lastly, ongoing professional development programs are being emphasized across the organization for all staff. Agencies, including CMS, have developed valuable training content that is currently available to all staff across the State through the [Training Clearinghouse](#). An initial step of the renewed training focus is to refresh and expand content and to increase awareness of what is available.

“Performance evaluation training for supervisors is targeted to kick off no later than June 1st followed by the safety training program and leadership boot camp later this year,” explains Teresa. “We’re excited about the new programs we’re developing, and we hope our employees will be, too.”



Another Rapid Results Multi-Agency Workshop is on the Way!



April 30th – May 1st

8:30 – 5:00 Each Day

Capital City Training Center

130 West Mason, Springfield

Follow-Up Presentations: June 4th

If you would like to attend, obtain your supervisor’s approval and contact the Rapid Results team at rapidresults@illinois.gov to register.

Safety Corner: How to Avoid Going on a Phishing Expedition

Phishing is defined as the fraudulent practice of sending emails purporting to be from reputable companies in order to induce individuals to reveal personal information, such as passwords and credit card numbers. “The State is considered a high-value target for those who attempt phishing attacks on our network,” says **Chris Britten**, chief information officer for CMS, adding, “We have an abundance of public data and personal information about citizens that some people would love to get their hands on.”

Incoming phishing emails attempt to trick the recipient into revealing his or her user ID and password. Chris explained, “Never click on emailed links, especially if it is identified as EXTERNAL in the subject line. Sometimes a questionable email will come into a mailbox addressed from an actual State employee, but if it is labeled EXTERNAL, it is not legitimate.”

Chris advises that any email a CMS employee receives that they might consider suspect, they should click on the “Phish Alert” button at the left on the gray bar beneath the subject line. Not only does reporting the email safeguard your email account, it also automatically updates DoIT’s black list, adding that email’s domain origin to sites that will be blocked from sending inbound messages in the future.

From time to time, email users receive a message from “McAfee Quarantine Manager,” noting that an inbound

The following are two examples of phishing attempts.

FW: [External] Payment status

To: DoIT.Security

This message was sent with High importance.

From: ripondrugmgt@ripondrug.com <ripondrugmgt@ripondrug.com>

Sent: Thursday, February 7, 2019 9:04 AM

To: @Illinois.gov

Subject: [External] Payment status

Importance: High

Please see attached for a copy of your transaction on 02/07/2019.

http://www.tepeas.com/EN_en/scan/xvIN-eFa_WmBIZB-HQ

Best regards,

questionable URL link

drisk@presidio.com

e-mail addresses do not match

-----Original Appointment-----

> *From:* ""

> *Sent:* Thursday, February 07, 2019 10:03

> *To:* ""

> *Subject:* Aw: WIRE Payment info

FW: [External] UPS Shipment Notification

To: DoIT.Security

From: UPS View <sakshi_ut@bp.sharekhan.com>

Sent: Wednesday, February 27, 2019 10:22 AM

To: @Illinois.gov

Subject: [External] UPS Shipment Notification

Your package has been delivered.

The physical parcel may or may not have actually been tendered to UPS for shipment.

UPS shipment tracking

Tracking Number: [6G31515559830730](#)

From: Pierceall, Zack

Weight: 13.1 KGS

sender's email is not from "ups.com"

message is blocked. “If they open that McAfee message,” Chris says, “a user can choose ‘DB,’ which stands for delete and blacklist, or they can click on the ‘R’, meaning the user requests that the message be released. That option should only be chosen if you are absolutely certain that the sender is safe and the message is legitimate.”

In most cases, simply deleting those McAfee emails is your best option. He notes that beginning March 25th, DoIT began a gradual roll-out of a new Cisco Systems service to replace McAfee, so while those quarantined messages will continue, they will appear slightly different. The roll-out of the new software is anticipated to be complete by the end of April.

If an employee does fall prey to a phishing scam and reveals their user ID, password or both, the network recognizes that it is a compromised password and promptly disables the email account.

In the event that this occurs, employees must call DoIT to reset their password over the phone. Springfield-based employees, call: 217-524-3648 Chicago-based employees, call: 312-814-3648

Employee Profile: Mary Matheny



With a bachelor's degree in Vocal Performance and a background in theater, **Mary Matheny**, head of contract compliance for the **Bureau of Strategic Sourcing (BOSS)** can put on a brave face. With the notoriously challenging procurement processes brought on by the introduction of the Bid Buy and Enterprise Resource

Planning (ERP) systems for State purchasing last year, coupled with a BOSS team that is still working to fill some staff vacancies, Mary has her hands full.

Because BOSS was an early adopter of ERP, much of what Strategic Sourcing had to learn for its operations, it did so as they went along. Mary musters a smile to add, "I try to anticipate peoples' needs, I'm a big picture kind of person in that respect, I'm really now a Jill-of-all-trades trying to navigate all these contracts."

Since last August alone, Mary has filed more than 360 master contracts with the Office of the Comptroller. She explains, "It's challenging, frustrating and can be stressful trying to work through the new system to get agencies what they need, when they need it. But, the people I work with are great and that's the upside of the job." In addition to her oversight of contract compliance, Matheny also serves as liaison to both internal and external auditors, which can be labor-intensive. She not only must review all contract files for statutory compliance, she also oversees the files' records-retention obligations, and keeping them can span up to 10 years. "It's an awful lot of paper," she adds.

Asked if she believes things will get better, Mary replies, "I hope so. And, it'll be great if the reporting capabilities promised early on with the (ERP) system become a reality, because we'd then have some powerful tools." **Ron Wilson**, deputy director of BOSS, says of Matheny, "She's instrumental in just about every aspect of BOSS's mission. She is an expert in Bid Buy as well as ERP, and we literally couldn't function without her."

Away from work, Mary serves as a board member for the Springfield Municipal Opera, where she can also be found regularly performing in its musicals. Asked how she would sum up the work she faces in Strategic Sourcing, Mary responds in perfect, theatrical dead-pan tone, "Well, there's never a dull moment."

April is National Volunteer Month!

Consider giving back by volunteering for a worthy cause in your community.



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