



Transforming WDVA: A Vision for the Future

**Wisconsin Department of Veterans Affairs
Reorganization Plan**

December 2010

Introduction

The Reorganization Plan maps out specific steps to

- Operate more efficiently
- Increase outreach
- Address key issues
- Utilize workforce more productively

Reorganization Plan enables WDVA to ***provide better service to veterans***



Overview of Process

- Plan developed collaboratively
- All operations addressed:
Transformation of Department
- A comprehensive transition to the future
- Tied to Strategic Plan



Strategic Plan

The Strategic Plan focused on

- Services
- Communications
- Personnel
- Infrastructure
- Resource Management

We'll use the strategic plan as a guide to walk through the big picture changes associated with the Reorganization Plan.



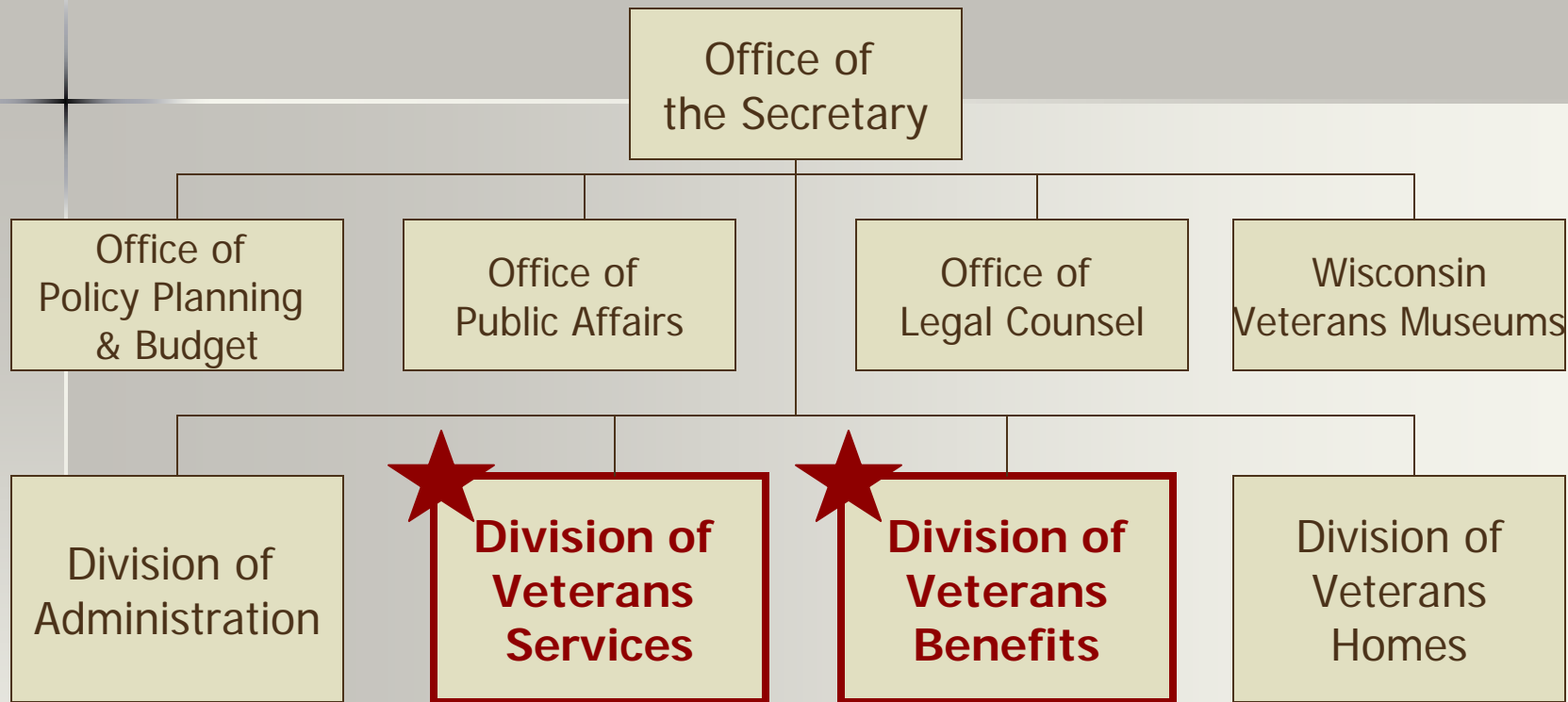
Strategic Plan: Services

“Deliver quality programs and services that meet the needs of the veterans community”

- Evaluate programs and services
- Increase utilization of programs and services
- Modify, as needed, existing programs and services to meet changing needs
- Identify, develop and implement new programs and services as needed



Department of Veterans Affairs



With the Strategic Plan objectives in mind, let's take a closer look at proposed changes to the Division of Veterans Services and Division of Veterans Benefits.



Key Transformations

Division of Veterans Benefits, Division of Veterans Services

- Strengthen outreach
- Sharpen geographic focus
- Sync outreach to needs of veterans
- Streamline benefits and services operations



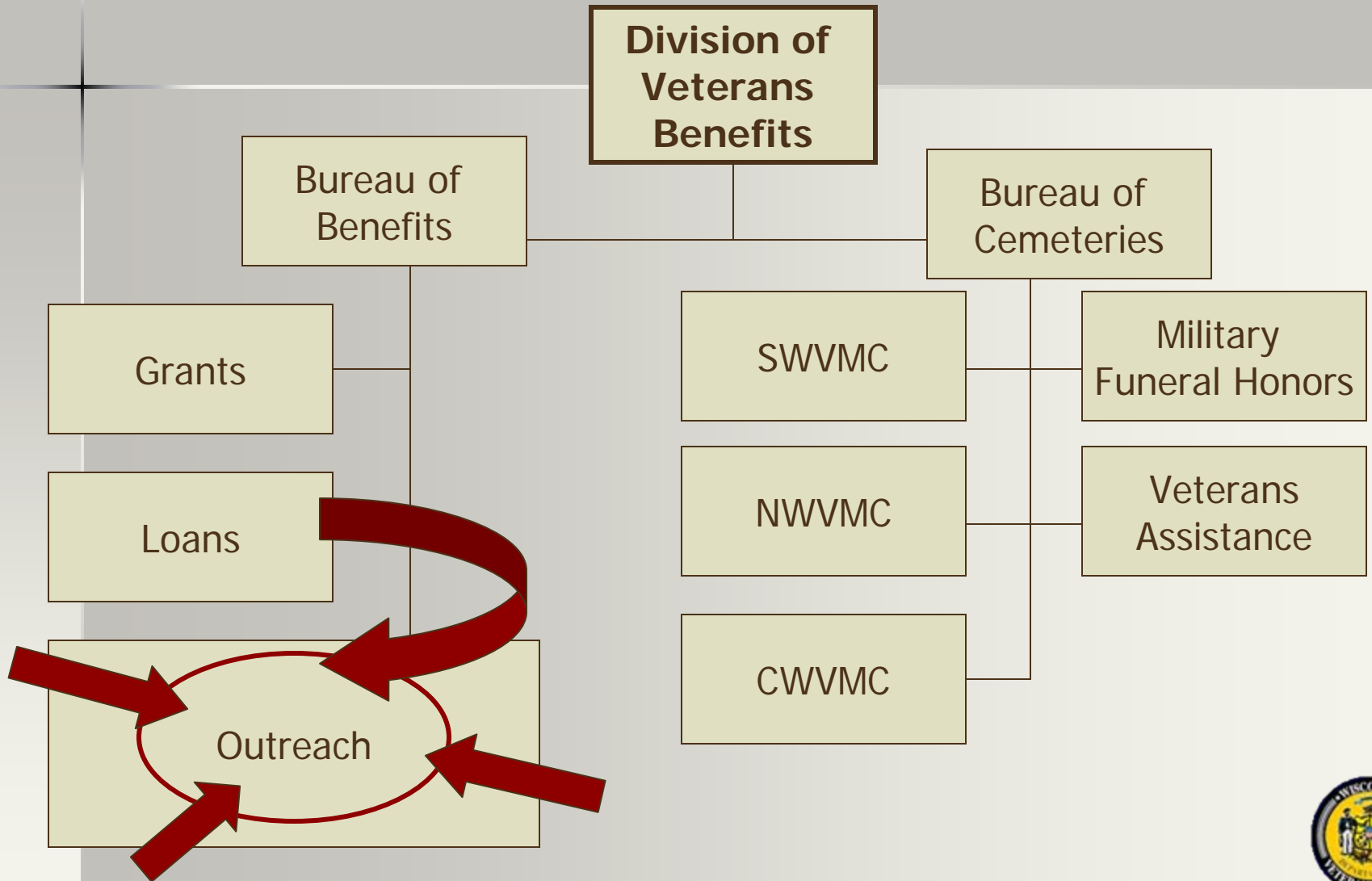
Strengthen Outreach

Division of Veterans Benefits

- Add more manpower to Outreach
- Redeploy underutilized Loan staff to focus where most needed: Outreach
- Dedicate additional vacancies to further strengthen Outreach



Division of Veterans Benefits



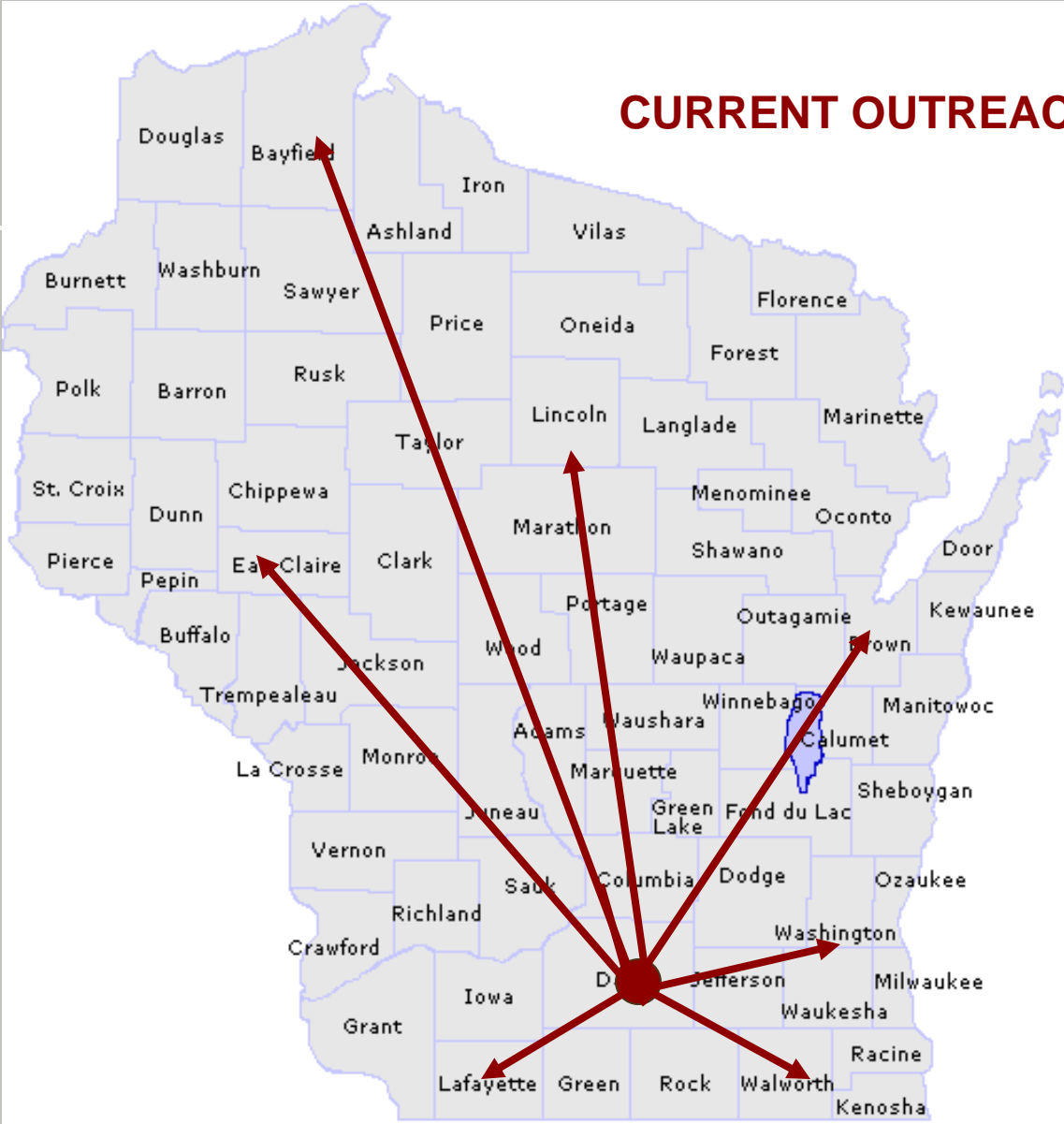
Sharpen Geographic Focus

Division of Veterans Benefits

- Alter Outreach structure and assignments to geographic focus
 - Better reach all areas of the state
 - Stronger, more stable work relationships at local level



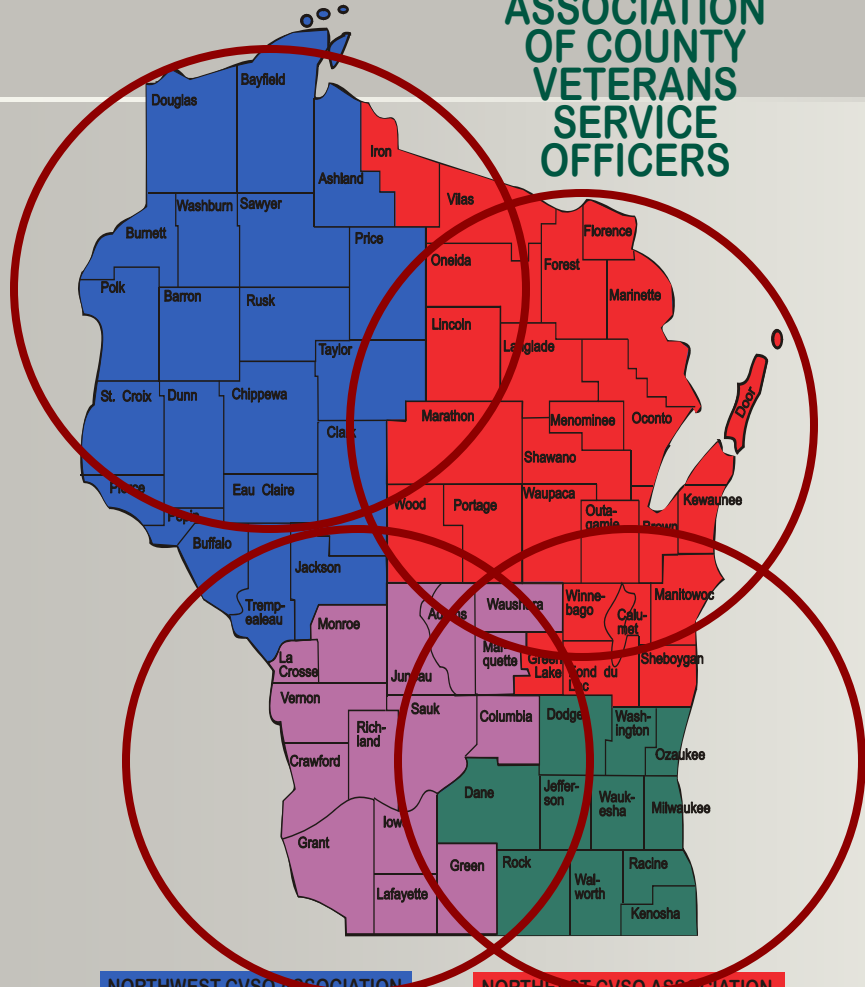
CURRENT OUTREACH MODEL



2010 DIRECTORY

WISCONSIN ASSOCIATION OF COUNTY VETERANS SERVICE OFFICERS

REORGANIZED OUTREACH MODEL



NORTHWEST CVSO ASSOCIATION

NORTHEAST CVSO ASSOCIATION

SOUTHWEST CVSO ASSOCIATION

SOUTHEAST CVSO ASSOCIATION



Sync Outreach to Need

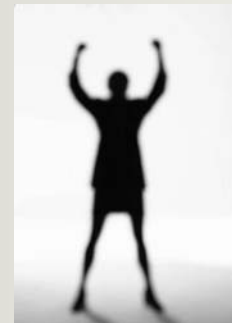
Division of Veterans Benefits

- Re-envision Outreach staff as specialists, each responsible for a mission-critical assignment
 - Mission Welcome Home (reintegration)
 - Tribal outreach
 - Property tax credit
 - Education
 - Suicide prevention
 - Law enforcement training and PTSD
 - Homelessness
 - Women veterans/health
 - Veterans Courts
- Ability to add/change specialty areas as new issues arise



CURRENT OUTREACH MODEL

Outreach staff are generalists.
Specialty areas are not assigned to
specific staff.



REORGANIZED OUTREACH MODEL

Each member of the Outreach team will be assigned a specialty area.



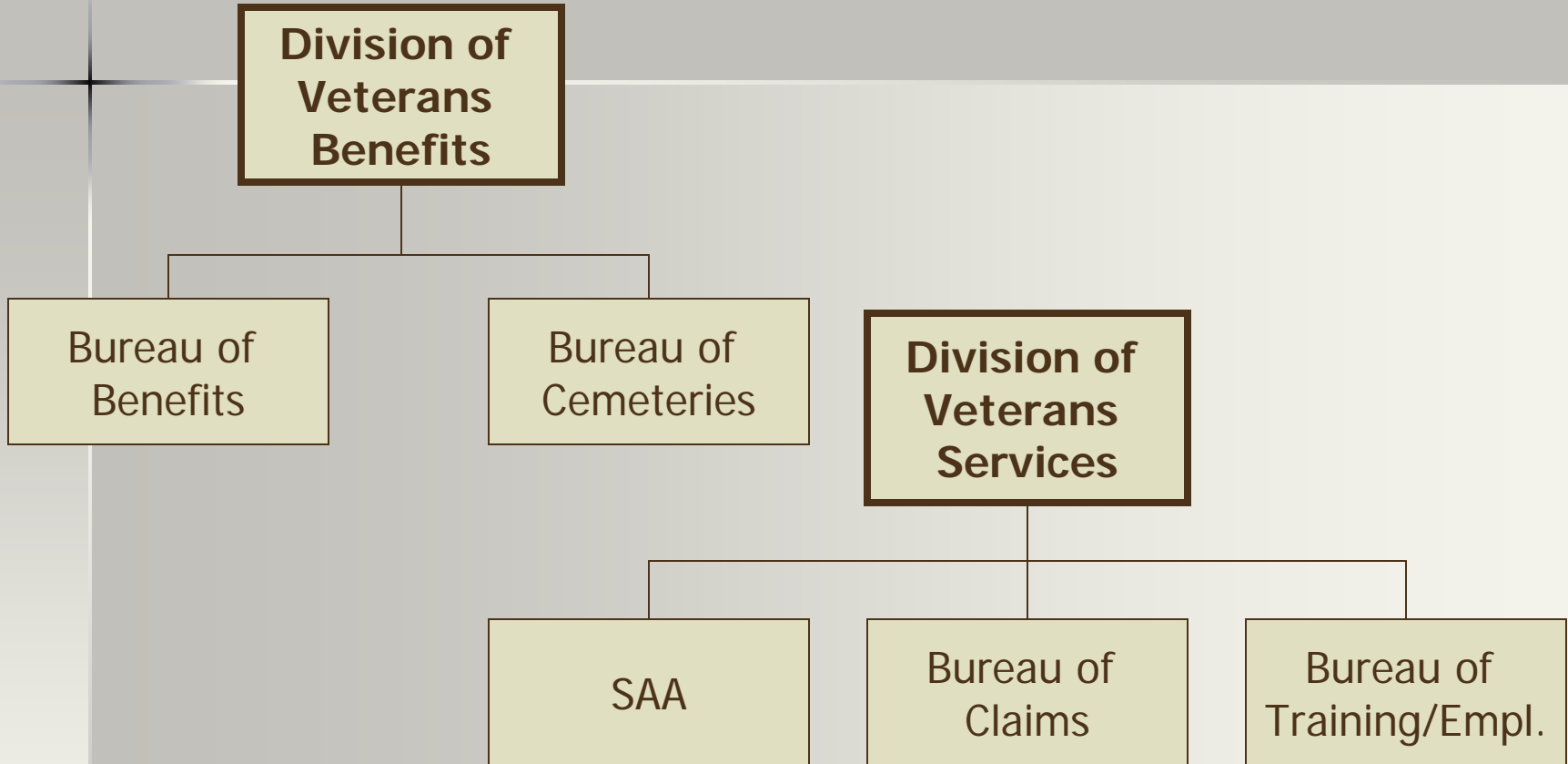
Streamline Operations

Division of Veterans Benefits, Division of Veterans Services

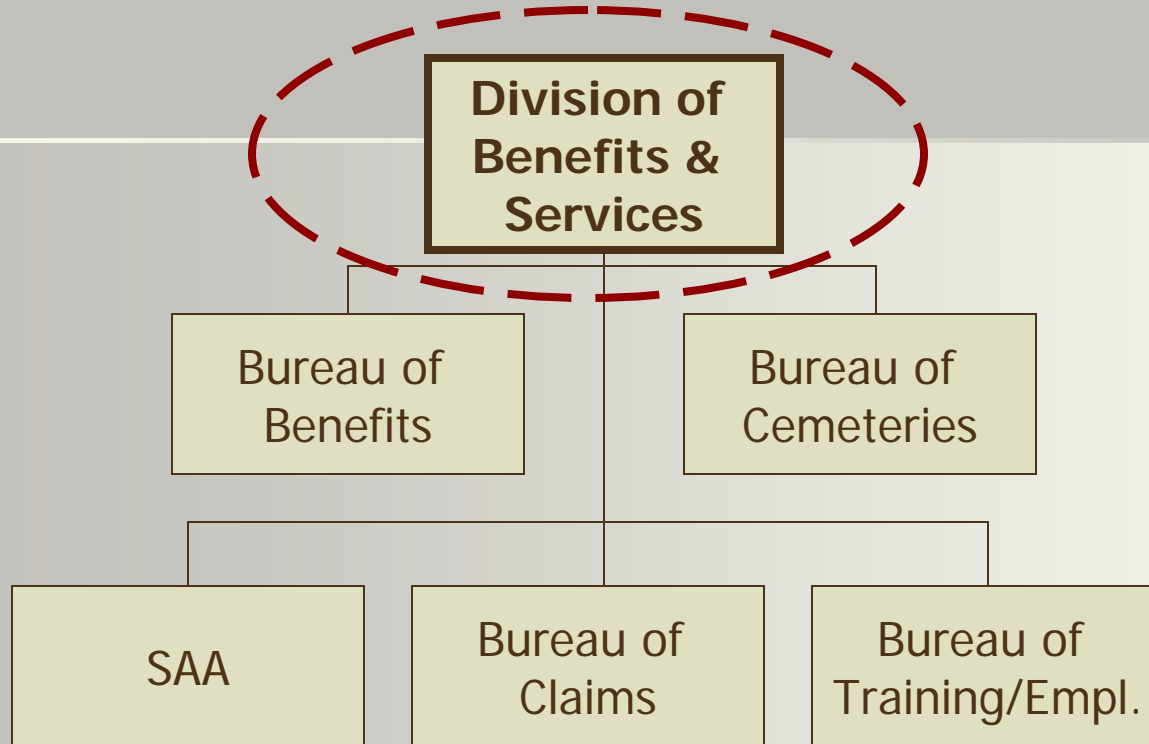
- Review Division structure and programming
- Investigate possible consolidation of programs offered through Division of Veterans Benefits and Division of Veterans Services



CURRENT ORGANIZATIONAL STRUCTURE



REORGANIZED ORGANIZATIONAL STRUCTURE?



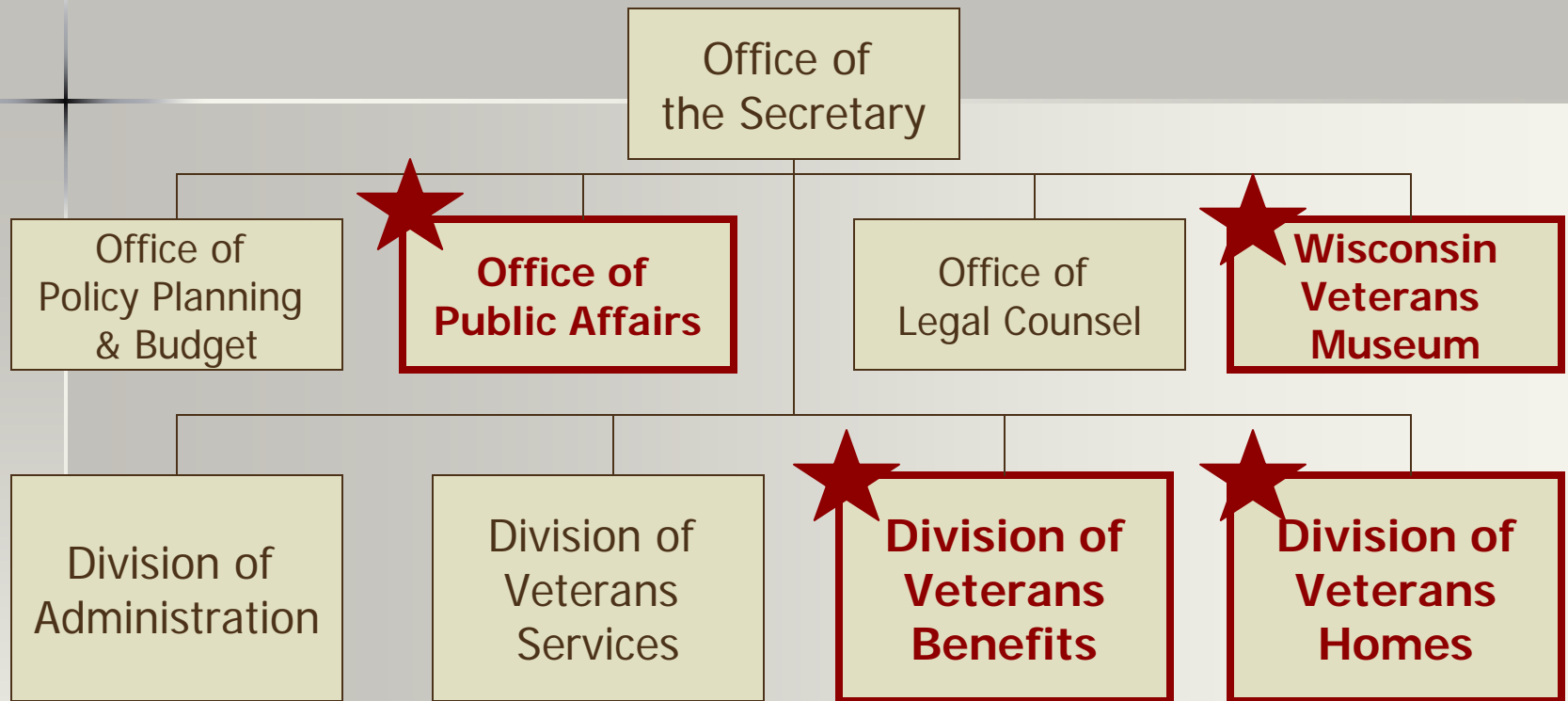
Strategic Plan: Communications

“Appropriately and effectively exchange information with the public, stakeholders, and Staff”

- Increase public knowledge of WDVA
- Educate the public about the veterans community and the needs of veterans
- Increase outreach to the veterans community regarding programs and services
- Improve WDVA’s internal communications
- Improve communication with WDVA stakeholders



Department of Veterans Affairs



With the Strategic Plan objectives in mind, let's take a closer look at proposed changes to the Division of Veterans Homes, Division of Veterans Benefits, Wisconsin Veterans Museum and Office of Public Affairs.



Key Transformations

- Strengthen communication throughout organization, including:
 - Division of Veterans Homes
 - Division of Veterans Benefits
 - Wisconsin Veterans Museum
 - Office of Public Affairs



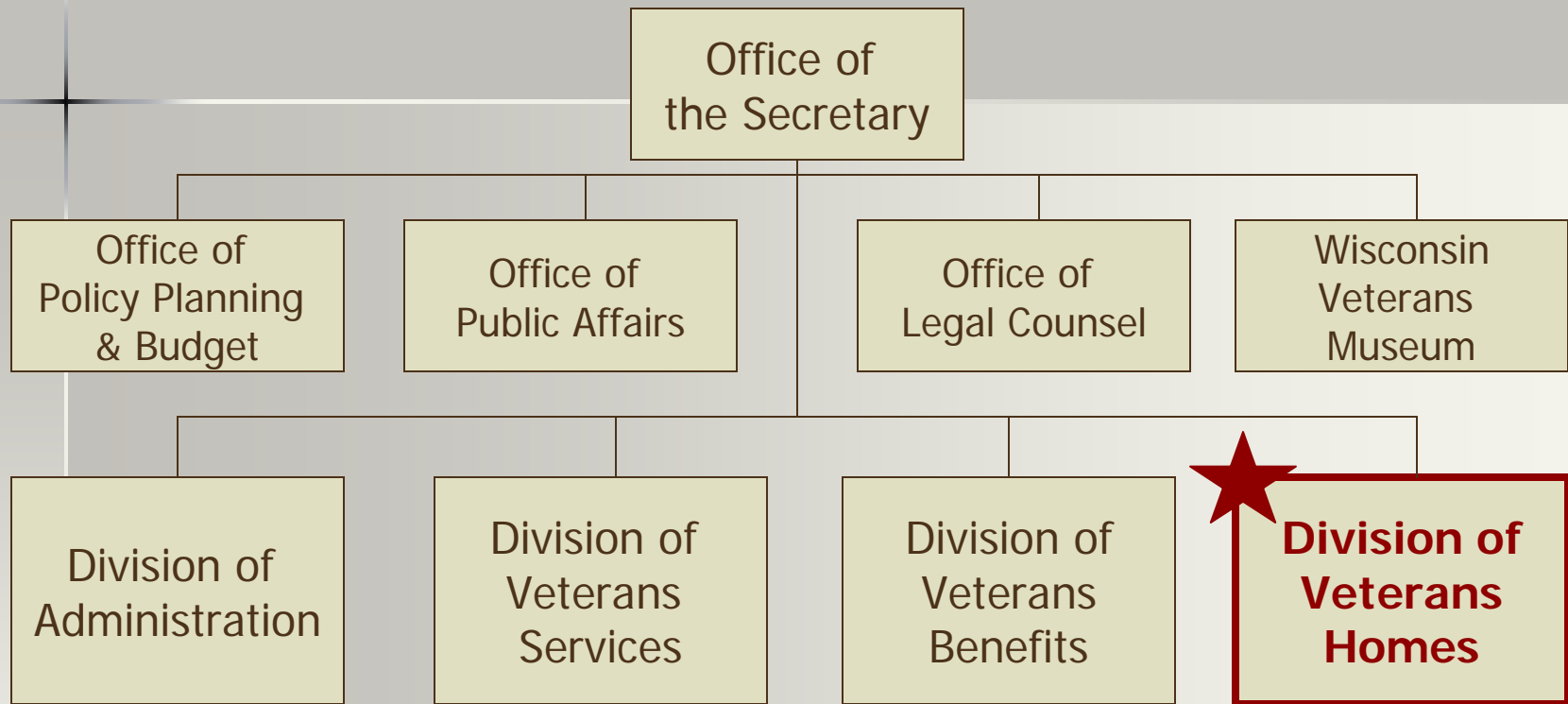
Strategic Plan: Resource management

“Evaluate, develop and deploy appropriate resources and ensure their optimal use”

- Evaluate programs and services
- Create a comprehensive revenue development plan
- Perform a comprehensive budget analysis



Department of Veterans Affairs



With the Strategic Plan objectives in mind, let's take a closer look at proposed changes to the Division of Veterans Homes.



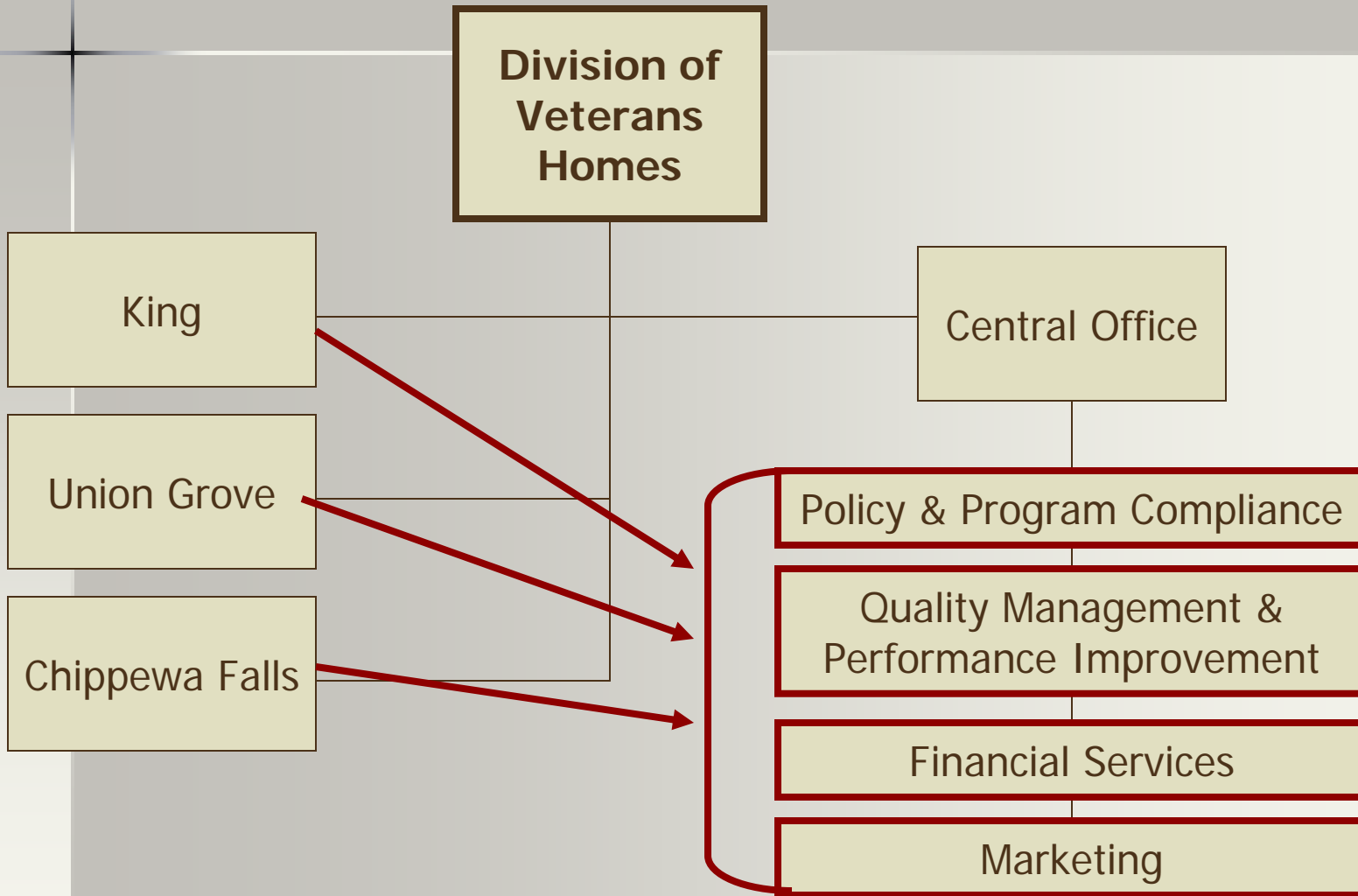
Key Transformations

Division of Veterans Homes

- Enact structural changes for operational effectiveness
- Identify operational efficiencies
 - Consolidate internal functions
 - Eliminate duplication of functions



Division of Veterans Homes



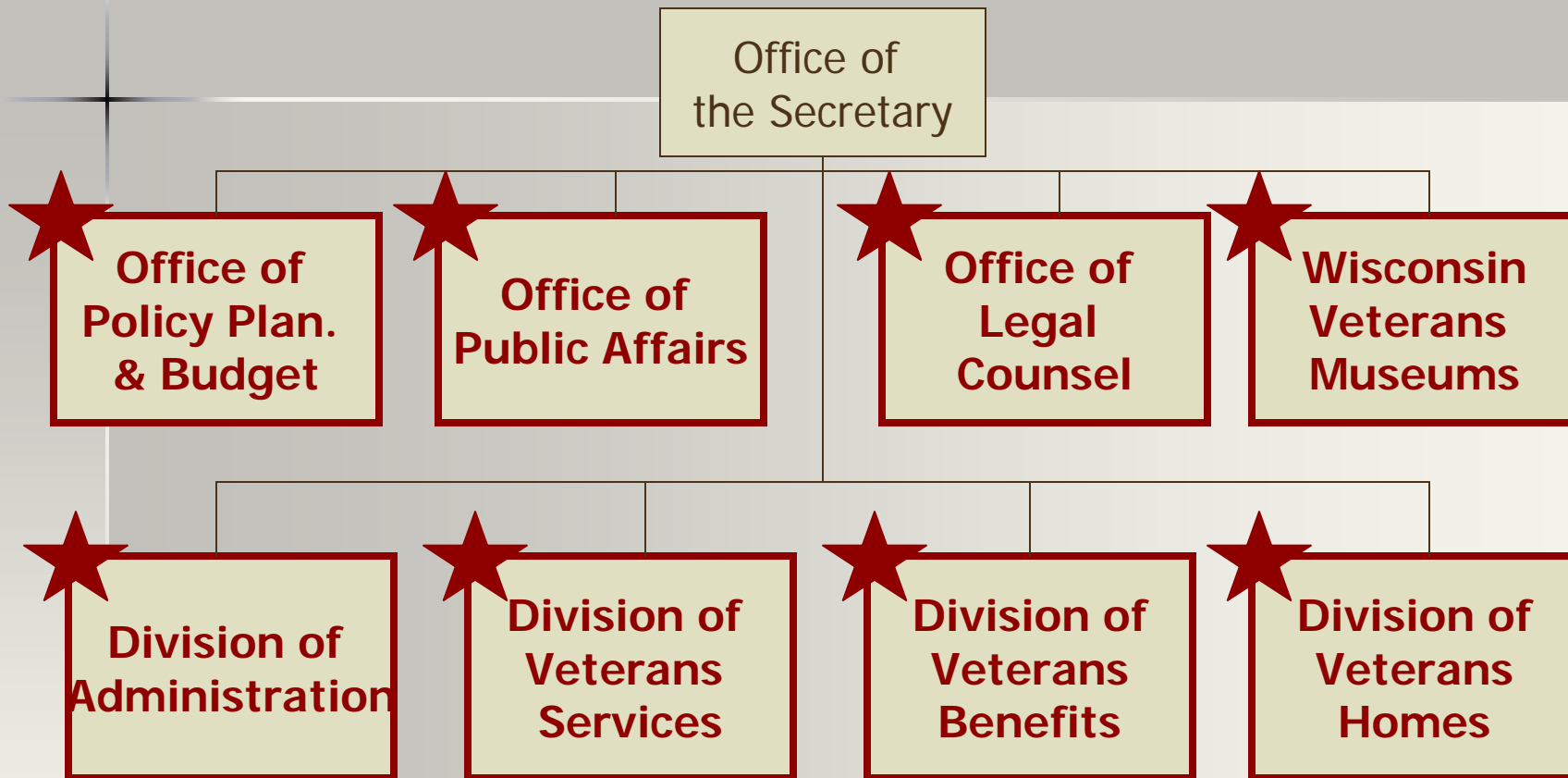
Strategic Plan: Personnel

“Maximize the recruitment and retention of a productive workforce”

- Allocate personnel resources to meet program area needs
- Recruit and retain quality personnel
- Develop staff



Department of Veterans Affairs



As outlined in the Strategic Plan objectives, personnel resources throughout the Department will be maximized to meet program needs as part of the Reorganization.



Key Transformations

Entire Department of Veterans Affairs

- Maximize skills and expertise of current workforce
- Identify gaps in skills and expertise
- Reallocate existing personnel to areas and assignments that most need manpower
- Hire, if necessary





Implementation Timeline

Factors that impact timing

- WDVA is a large and complex state agency
- Some changes subject to approval by Wisconsin Board of Veterans Affairs, Governor, and Legislature
- Actions of other state entities affect WDVA operations
 - Proposed HR Consolidation, potential hiring freeze
- Statutes and rules govern certain aspects of organizational structure



Factors that impact timing

- Employees are civil servants with many represented by 12 different bargaining units
- Maximizing skills and expertise of current workforce and utilizing existing positions (some of them vacancies) to make these changes slows down the process
- Expenses associated with reorganization must be managed
 - Transitions to compatible software, changing use of office space, etc.



IMMEDIATE

Completed within
3-4 months

**Assign geographical
duties and new
Outreach
responsibilities**

**Reallocate and
repurpose personnel
(identify immediate
changes via
vacancies)**

**Identify additional
staff for Outreach
and communication**

INTERIM

Completed over
next 6-9 months

**Streamline Division of
Benefits and Division
of Services**

**Consolidate Homes
functions and
financial operations**

**Reallocation of
personnel continues**

WITHIN 1 YEAR

Requires intensive
restructuring

**Major consolidation of
Divisions and other
structural changes**

**Re-evaluate
infrastructure needs
and address changes
resulting from
Reorganization**

Today's Presentation

- A big picture view of major program and resource shifts, organizational changes
- Time plays a role in accomplishing this transformation for the future
- Questions?

