

# CYCLE OF PERSONAL OWNERSHIP

APRIL 2022 WINNER



CHELAN COUNTY

# MICHELLE VAN BOGART

In June, Michelle was promoted to the role Manager of Business Technology Alignment. The role's responsibilities included redesigning the Service Desk and the creation of a new technology project management office. Of all the changes in IT, Michelle was tasked with the two greatest challenges.

The service desk was going through a significant change. With all service requests now required to be funneled through the Service Desk team, ticket requests more than doubled from before the reorganization. In addition, the two most productive team members on Service Desk, Eddie and Christian, moved to the IT Operations team. Michelle was required to maintain service levels with more intake and a less experienced staff. Michelle took on this challenge by organizing the team with new process and procedures, documenting solutions with Standard Operating Procedures, and setting expectations. While the group originally struggled with the new way of working, the team has shown significant improvements over the last three months, increasing their productivity 75%, decreasing their cycle times 76%, while still recognizing a need for continuous improvement processes when addressing concerns from customers.

The technology project management office is a new division within IT. While there were designated three TPM positions under Michelle, no existing IT personnel wished to fill these. With a requirement to wait on JDAQs and salary surveys, these positions were not opened to be filled for 8 months and have not been filled to date. This meant that in addition to her management duties, Michelle acted as the only Technology Project Manager and successfully guided major projects like the C2M Stabilization, LMS365, Health & Safety GRC, Public Outage Portal, AMI, and got the first PeopleSoft Financial upgrade off the ground in 5 years. All the while, Michelle worked on designing new project intake processes, organizing the work, and developing dashboards to provide transparency throughout the organization.

Michelle took on all of this, without hesitation or negativity. Instead, she stepped up to fill the voids, waiting patiently for the time to fill out her team. She has single handedly moved this part of the organization further than anyone before her, and her efforts have been the difference between success and failure for the IT reorganization. The District would be well off with more employees that exhibit the traits Michelle has; personal accountability, excessive work effort and organizational commitment behavior, and a willingness to grow, learn, and adjust.