Mission

Partner with County departments to deliver services to our community through operational excellence and innovative technology solutions in support of the County's mission.

Vision

The County of Santa Clara's Vision is TSS's Vision: Engaged employees delivering exceptional customer experiences.

Core Values

Respect: Listening to each other and considering all opinions.
Integrity: Being honest with each other and doing the right thing for the organization and our peers.
Accountability: Ensuring that we meet our commitments.
Transparency: Providing accurate and clear information to everyone.
Compassion: Showing sympathy and being willing to help each other.
Excellence: Going above and beyond the call of duty to produce extraordinary results.

Strategic Domains

1: {EMPOWER} Diverse and High Performing TSS Team

2: {OPERATE} Operational Excellence and Growth

3: {GROW} Thriving Relationships with Our Customers

4: {TRANSFORM} Innovation and Digital Government Transformation

Key Performance Indicators

Metric	EOY Target	Metric	EOY Target
TSS Support of Inbound Ticket Volume (Qtrly ticket Count)	43.8k	Rate of milestone delivery	
Average TSS Support Ticket Resolution Time (Days)	10.75	Satisfaction with TSS Services (%)	90%
% of reporting adoption	60%		

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{EMPOWER} Diverse and High Performing TSS Team

- SPEED UP HIRING PROCESS: Work with ESA to improve the hiring process - IT Human Capacity Planning & Workforce Management. (1.1)

- DYNAMIC RECRUITMENT DASHBOARDS: Recruitment dashboards in place & kept current for IT Human Capacity Planning & Workforce Management. (1.2)

- LEARNING ETS: Utilize creative learning options to enable the team to keep up with emerging technologies. (1.3)

- ENSURE OPERATIONAL CONTINUITY: Establish solid development and succession planning. (1.4)

- JOB CLASSIFICATIONS: Adjust job classifications to match the fast evolving technology landscape (1.5)

- LEARNING PROGRAM: Develop prescriptive learning program for TSS staff. (1.6)

- DECISION MAKING: Distribute decision-making down the organization to increase agility and engagement. (1.7)

- VISIBILITY: Increase empathy and a sense of meaning by making the impact of the team's efforts visible. (1.8)

- HYBRID WORK: Establish standards for hybrid work. (1.9)

- DEI: Embrace diversity, equity, and inclusion! (1.10)

- INTERNAL LEARNING: Provide internal learning opportunities by encouraging shifting between positions. (1.11)

- BA CoP: Establish Business Analysts' Community of Practice. (1.12)

2 {OPERATE} Operational Excellence and Growth

- ORG KPI: TSS Support of Inbound Ticket Volume: Quarterly count of inbound requests to the Service Desk and other TSS support teams. (2.1)

- ORG KPI: Average TSS Support Ticket Resolution Time (Days): Number of days from when a ticket opened until it is closed. (2.2)

- EXCEED INDUSTRY-STANDARD SERVICE DESK METRICS: Ensure Service Desk Metrics are in industry-standard range (wait time, abandonment rate...) (2.3)

- CLOSE PROCESS GAPS: TSS has filled its critical internal process gaps (i2P, P2C, C2C) (2.4)

- OPERATING MODELS: Develop operating models to create clear lines of accountabilities between the TSS teams. (2.5)

- ARCHITECTURE AS CHANGE: Utilize architecture to create the rules and assurances for technolog change / integration. (2.6)

- MENTORING: Establish mentorship program. (2.7)

- TECHNICAL DEBT: Identify and classify technical debt to successfully reduce it. (2.8)

- ACCELERATE CHANGE MANAGEMENT: Organizations and individuals are not formally requesting and tracking all changes being performed. (Technology Change Management) (2.9)

- REDUNDANT TECHNOLOGIES: Normalize the application and infrastructure portolios to remove redundant technologies. (2.11)

- ESTABLISH PROBLEM INCIDENT MANAGEMENT (PIM): Major incident and problem management task force in place #6.1.1 Incident Management. (2.12)

- SOFTWARE TRACKING: Centralize software license tracking to understand liabilities, and model future demand. (2.14)

- SYSTEM EVENTS: Proactively monitor and detect system events and prevent service impacts. (2.1

- SERVICE CATALOG: Launch the Operational Service Catalog (2.16)

- ASSET INVENTORY: Create and manage a centralized and comprehensive technology asset inventory. (2.17)

- AUTOMATE TESTING: Continue to automate software testing to reduce delivery time and improve quality. (2.18)

- AGILE: Continue to shift traditional software development methodologies to Agile approaches. (2.21)

- CITIZEN DEVELOPMENT: Develop strategy to increase the usage of low-code/no-code tools to enable faster solution development. (2.22)

- BLUEPRINT: Create and develop a process to maintain the blueprint of the County's business capabilities and technologies. (2.23)

- CLEAN UP BACKLOG: Identify low quality active projects for review by ITGC. (2.24)

- SKIP LEVELS: Embrace mentoring and skip-level meetings. (2.25)

- IT POLICIES: Simplify Access to Clear IT Policies (2.26)

- IT COMMS PLAN: Operationalize the IT Communications Plan. (2.27)

- POLICY VIOLATIONS: Eliminate Accidental Policy Violations (2.28)

- PWA SHARED SERVICES: Implement resource management across TSS (Shared Services) to effectively deliver projects using MS PWA. (2.29)

- STREAMLINE PROCESSES: Continue to reengineer, develop and streamline the value streams in Bridges and operationalize our core internal IT processes (intake, project etc.). (2.30)

- CORE PROCESSES: Continue to reengineer, streamline and automate our core internal IT processe (intake, project etc.). (2.31)

- DEMAND MANAGEMENT: Create accurate asset demand forecasts to better manage inventories. (2.32)

- PROCUREMENT: Collaborate with Procurement to speed up technology and service acquisition. (2.33)

- CONFIG DEPLOYS: Automate configuration deployment to reduce manual work and errors. (2.34)

- PROCESS: Increase adoption of strategic reporting framework. (Program Health) (2.46)

- PERFORMANCE: Increase rate of strategic milestone delivery. (Program Health) (2.47)

- ALIGNMENT: Develop deep understanding of our customer's capabilities, strategies, and challenge (2.49)

3 {GROW} Thriving Relationships with Our Customers

- ORG KPI: General Satisfaction with TSS Services: % County customers that would use TSS as IT provider if given the choice (3.1)

- COMPLETE SINGLE POINT INTAKE: Single point of work intake process for new services or servic changes or projects 1.2.1 Business Relationship Management. (3.2)

- CREATE DEMAND MANAGEMENT PROCESS: Mature process in place including Small Change/Feature Request process. Better wording: Mature demand/intake process. - IT Program a Project... (3.3)

- IT GOVERNANCE: Revitalize IT Governance to engage our stakeholders in the IT investment decisions. (3.5)

- TRANSITION REVIEWS: Tighten Operational Transition Reviews to assure production-ready solutic (3.6)

- CUSTOMER UNDERSTANDING: Develop deep understanding of our customer's capabilities, strategies, and challenges. (3.8)

- PE CoP: Establish the Process-engineering Center of Excellence. (3.9)

- TIME TRACKING: Reengineer time tracking to simplify the process and gain high quality data. (3.1(

- KEY PROGRAMS: Deliver on our key programs and provide brilliant technological solutions. (3.11)

- COLLABORATIONS: Establish strong trust-based collaborative relationships with County agencies (3.12)

- BRM PRACTICE: Build a high-functioning Business Relationship Management practice. (3.13)

- CLIENT SAT SURVEY: Gather data on client satisfaction to monitor service quality and quantify satisfaction. (3.14)

- CHARGEBACK MODEL: Establish an efficient and understandable charge-back/show-back model. (3.15)

- MEASURE VALUE: Measure potential and realized business value when IT products or services delivered. (3.16)

4 {TRANSFORM} Innovation and Digital Government...

- INSPIRE YOUTH: Work with local schools to inspire youth to use technology to serve the communi (4.1)

- DREAM BIG: Encourage TSS staff to dream big by inviting to speak about their technology innovations. (4.2)

- 10X ROI: Seek out 10x opportunities by completing over 25 proofs-of-concept per year. (4.3)

- DIGITAL TRANSFORMATION: Develop a comprehensive Digital Transformation Strategy. (4.4)

- AUTOMATE INNOVATE: Invest in automation to gain better outcomes and shift our teams' focus t innovation. (4.5)

- CLOUD: Advance the County's Cloud Transition. (4.6)