



# FTA Awards Nomination/Entry Form

## Person who led this effort or project

**Name** Ann Averill  
**Agency Name** WI Department of Revenue  
**Phone Number** (608) 261-5354  
**Email** ann.averill@wisconsin.gov

## About your program, idea, or project

**Name your program, idea, or project:** Target Tuesday

**What is the problem that you wanted to solve?**

Several years ago the Wisconsin Department of Revenue (DOR) changed how projects were prioritized from business unit preference to a broad scoring methodology that placed emphasis on operational impact. Unfortunately, that meant that small but meaningful projects did not make it to a developer because they were overshadowed by larger, more impactful projects.

DOR measures employee engagement on an annual basis. We develop action plans to improve specific areas measured. One area we identified needing improvement was "my opinions matter." Within the last two years, business areas throughout the Income, Sales and Excise Tax Division implemented employee suggestion platforms. DOR encouraged everyone within the organization to be innovative and customer service driven by requesting enhancements to our tax processing and audit system called WINPAS.

Since implementing the suggestion platforms, we have seen improvement in "my opinions matter" (see Attachment 1). Many of the suggestions are small but meaningful to the business areas. However, like most organizations, we have limited development resources we must dedicate to work on larger, more impactful projects or legislative initiatives. Employees became frustrated when making suggestions to improve the system because they never saw their enhancement completed, resulting in them feeling less valued. So, the question was raised:

How do we get important, smaller enhancements completed, while spending most of our time and resources doing more impactful projects or legislative initiatives?

**Who was involved in addressing the problem?**

The original idea came from IT. However, the IT developers, business analysts, business area subject matter experts,

and management were all involved in creating this process.

**How did they go about finding a solution?**

In spring of 2020, DOR changed the enhancement prioritization process. Prior to the change, each business area determined their top four priorities, so it was under their discretion which changes moved to the top of the list, regardless of effort or impact. This was problematic because the prioritization wasn't based on what was best for DOR, but what was best for each individual business area. The goal of the new prioritization process was to get one concise list of priorities based on impact to the organization. One of the business areas voiced the concern that smaller, less impactful, but important enhancements would never bubble to the top of the list. The idea of setting aside time each week to chip away at smaller, but important enhancements was born. We called the effort Target Tuesday.

**Describe the outcome. What is the new idea, approach, program, or activity?**

The original idea was to complete enhancements that required four hours or less of development time. After doing some analysis on the enhancements, it was determined that this was not feasible, but that we could address enhancements that required eight hours or less of development time.

Once the eight-hour development time threshold was determined, IT started weekly estimation meetings to determine high level work effort for each enhancement ticket submitted. This gave us a list of Target Tuesday eligible enhancements. The goal was to have two to three Target Tuesday enhancements done each week. Once the projects were selected and assigned to the developer, the developer had a few days to review to ensure completion in eight hours or less. If the review revealed a higher degree of complexity, the project was returned to the standard prioritization queue. Each week, the developer worked on coding the solution on Tuesday, the business area tested on Wednesday and the change migrated to production on Thursday.

One of the key components to this process is communication. IT sends out a weekly e-mail that outlines enhancements to be completed in the next three weeks. This communication serves as notice to the business areas about when their request will be completed. This communication also provides an opportunity for the business users to review requirements and plan for testing resources. Target Tuesday is successful because of the partnership between IT and the business areas. We started with an idea, tweaked the process along the way with feedback, and now have a streamlined process that everyone has embraced. Our employees feel like their opinions are valued.

**What has changed since this was implemented? How have your operations improved? Include any data, analytics or metrics that would show the value of your program. Don't**

This new process has been very successful. Since starting this effort at the end of April 2020, DOR has exceeded our

**forget management advantages such as improved morale.**

goal of 80% on-time completion. As of 3/9/2021, DOR has completed 88 small enhancements with 90% of them being completed on-time. We have a good mix of large and small enhancements that provide significant customer satisfaction (see Attachment 2).

- IT and the business areas like Target Tuesday because there is a process in place to complete enhancements that would usually languish in a developer worklist, but never actually get any attention.
- The business areas like the predictability of when testers will be needed for changes. They also like the new process because suggestions from front-line employees are being heard and acted upon.

**Is there any component of your program that makes it workable only in your state or city?**

It's great for us, but the solution might not work elsewhere.

**Is this an in-house project, or did you partner with an outside vendor or service-provider?**

100% in-house

**What comes next – will you be adding to your program, rolling it out more widely, trying additional approaches?**

The goal in the next year is to improve the process for enhancement requests that take more than eight hours by doing more planning at the beginning of projects. This involves working with business users to improve requirements, holding meetings between the business subject matter experts and developers to clarify the project scope, improving project estimation methodology and creating a schedule with start dates and end dates for upcoming projects. This model will improve the scheduling of resources from development to testing and implementation.

## **Additional Optional Materials**

**Documentation Upload**



Target Tuesday - Award Nomination (002).docx