



Strategic Leadership System

Initial
as of 5-26-05

July – May (Planning year)

2 Develop strategies

1. Review organizational performance
2. Research emerging trends and issues
Economic/demographic, political, revenue, judicial, customers, technology, human/physical resources, regulators
3. Identify performance gaps by business process
4. Develop proposed strategies
a. Internal input and best practices
b. External research and best practices
5. Conduct cost/benefit analysis for strategies
6. Prioritize and select final strategies
7. Align/modify strategies and goals

B Communicate/recommend goals & resource needs

March – May (Approval)

Legislature

Strategic plan

Budget **Law change**

Stakeholder input

Recommend strategic plan, budget & legislative concepts

Adopt changes

Recommended strategies

Vision, mission, values & stretch goals

A Communicate vision, mission, values, & stretch goals

Initial Plan

1 Set strategic direction

1. Set vision, mission and values
2. Collect external performance benchmarks
a. World-class processes
b. High-performing states
c. Industry/process standards
d. International leaders
3. Review organizational performance
a. Business processes
b. Climate survey
c. Customer expectations
d. Existing appropriations
e. Existing laws
4. Identify performance gaps by process
5. Set measurable 3-5 year stretch goals

Competitive Public Servants

Requirements

- General public
- Legislature
- Congress
- Governor & Cabinet
- Final customers
- DOR workforce
- Key suppliers

Integrity

Service

Excellence

Competitive Public Servants

April – June (Planning year)

3 Deploy operating plans

1. Develop and deploy operating plans
Strategies
Monthly performance targets
Employee performance targets
2. Create implementation teams
Strategies
Technology
Law changes
Budget changes

C Communicate approved strategic direction

D Communicate law & policy changes
Internal
External

Approved 5-year strategic direction

July – June (Implementation year)

5 Create successful leadership & employee performance

1. Recruitment and selection
2. Evaluation and development
3. Ethics and discipline
4. Social responsibility
5. Reward and recognition

Support & recognize employee success

July – June (Implementation year)

4 Monitor and improve

1. Review
Performance to target
Individual performance to target
Implementation teams
Organizational assessment findings
2. Corrective action

Enable organization to succeed

F Collect feedback & communicate agency performance

Employee expectations & critical job tasks

E Communicate operating plans & performance targets