

# **Department of Management**

**2008-2011 Strategic Plan**

# Department of Management – Performance Results Division 2008 - 2011 Strategic Plan

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# Department of Management – Performance Results Division 2008 - 2011 Strategic Plan

## Guiding Statements

### Our Mission

The Department of Management leads enterprise performance, budgeting and other performance and accountability systems so that Iowans receive the highest possible return on public investment.

### Our Motto

Working for World Class Government

### Our Vision

The performance, finance and accountability center of excellence in state government.

### Our Guiding Principles

- Customer Focus
- Long-range Thinking
- Employee Participation
- Collaborative Leadership
- Data-based Decisions
- Continuous Improvement
- Results Orientation

# **Department of Management – Performance Results Division**

## **2008 - 2011 Strategic Plan**

### **Top Strategic Goals**

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1. Develop and deploy an integrated performance management system.
2. Establish leadership capacity for a performance management culture.
3. Develop and deploy a methodology to meet current and future workforce needs.

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## Goal 1 - Develop and deploy an integrated performance management system.

Strategies	Actions	Person(s) Responsible	Due By
1. Develop internal capacity to implement Lean.	a. Meet with IWD LEAN Leaders to develop plan	Mike	Ongoing
	b. Assist IWD in planning first Kaizen	Mike	April 2008
	c. Meet with DHS to share IWD plan	Mike	February 2008
	d. Hold first Kaizen led by IWD in IWD	Mike	April 2008
	e. Coordinate Kaizen events in IWD	Mike	April 2008
	f. Work with DNR to hire KPO	Teresa-A/Mike	May 2008
	g. Work with IVH to start planning events to be facilitated by IVH Team Leads	Mike	June 2008
	h. Coordinate LEAN Leaders gatherings	Mike	Ongoing
	i. Develop plan to work w/lead agencies to build into performance objectives of core team to attend two events/yr and be team lead/facilitator in one	Mike	Ongoing
	j. Partner with other TBM clients	Mike	Ongoing
	k. Create bi-annual review sessions	Mike	Ongoing

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Strategies	Actions	Person(s) Responsible	Due By
	with core training group to review Team Leader expectations questions or concerns from the group and work on leading teams in mapping and other facets of Kaizen		
	1. Link project selection to department strategic goals, performance plans and performance audits where possible, especially in agencies participating in policy deployments	PRD	Ongoing
	m. Communicate LEAN culture communication strategy	Mike	Ongoing
2. Develop internal knowledge of and capacity for Baldrige criteria.	a. Review 2008 Baldrige criteria	Linda	March 2008
	b. Baldrige Learning Session/Discussion	Linda	March 2008

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Strategies	Actions	Person(s) Responsible	Due By
3. Deploy Enterprise Strategic Plan.	a. Finalize EPT action plans and review measures/targets with EPTs	A-Steve, R-PRT C-EPTs	February 2008
	b. Integrate 2008 action steps into FPAs	A-Steve R-Steve, Linda	March 2008
	c. Complete template(s) for quarterly Leadership Agenda Deployment Review (LADR) meetings	A, R- Steve C-PRT	March 2008
	d. Communicate and schedule Quarterly LADR meetings for 2008	A-Steve R- Teresa, Charlie	March 2008
	e. Launch and hold regular quarterly LADR meetings	A-Steve, R-PRT C-EPTs	April 2008
	f. Follow-up to quarterly meetings, including counter actions	A-Steve, R-PRT C-EPTs	Ongoing
4. Develop performance management system model.	a. Review Baldrige criteria to identify most important elements	A – Scott, R – PRD	April 2008
	b. Review existing AGA guidance documents	A – Scott, R - PRD	April 2008
	c. Translate criteria to similar government attributes (review Iowa Excellence language)	A – Scott, R – PRD	April 2008
	d. Create visual system overview	A,R – Scott, C - PRD	April 2008

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Strategies	Actions	Person(s) Responsible	Due By
	e. Incorporate model expectations into agency leadership performance appraisals		Ongoing
	f. Identify model practices relevant to each criterion		Ongoing
	g. Update, revise AGA guidance documents		Ongoing
	h. Develop on-line catalog of model/best practices		Ongoing
5. Conduct gap analysis on select agencies.	a. Evaluate methodology used in pilot system assessments	A,R – Scott	April 2008
	b. Refine system assessment methodology – questions asked and indicators for criteria	A,R – Scott	April 2008
	c. Identify assessment subjects (i.e. departments or divisions)	A – Scott, R – PRD	April 2008
	d. Develop multi-year schedule	A,R – Scott C – PRD, Charlie	April 2008
	e. Conduct assessment and report on findings and recommendations for 2008 subjects	A,R – Scott C- PRD, Budget Analysts	November 2008
	f. Review other “gap analysis” approaches, such as those promoted by the International	A,R – Scott, C – PRD	December 2008



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Strategies	Actions	Person(s) Responsible	Due By
	Standards Organization (ISO)		
	g. Re-evaluate assessment methodology	A,R – Scott	December 2008
	h. Conduct assessment and report on findings and recommendations for subjects assigned to subsequent years		Ongoing
6. Provide TA using the Baldrige framework to manage and improve performance.	a. Select 6-8 pilot agencies	A – Linda, R – PRD	February 2008
	b. Review assessment results (strengths & OFIs)	A – Linda, R – PRD	Ongoing
	c. ID strategies, actions, initiatives to address gaps (best practices) Categories 1 & 2 as appropriate	A – Linda, R – PRD	Ongoing
	d. Incorporate strategies into existing agency strategic plan	A – Linda, R – PRD	Ongoing
	e. Assess progress on regular basis	A – Linda, R – PRD	Ongoing
	f. Repeat process Y2/ Y3 – Categories 4& 6 and Y3 – Categories 3 & 5 for culture	A – Linda, R – PRD	Ongoing
	g. Share lessons learned/ continuous improvement	A – Linda, R – PRD	Ongoing

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## Goal 2 - Establish leadership capacity for a performance management culture.

Strategies	Actions	Person(s) Responsible	Due By
1. Establish/deploy leadership expectations.	a. Complete performance management model and support materials. (See Goal 1)	A-Scott	See goal #1
	b. Identify specific expectations (frame around 7 Baldrige criteria)	A-Steve, R-PRD	After completion of PM model
	c. Communicate expectations and integrate into FPA process	A-Steve, R-Teresa, Charlie	After completion of PM model
2. Identify and promote best management practices, including employee evaluation system.	a. Create an inventory of existing best practices within Iowa State Government, and across the states, organized around Baldrige categories	A-Steve, R-PRD, C-PRT, agencies	April 2008
	b. Create a best practices resource component on DOM website and integrate a best practices component into each departments' Results Iowa pages	A-Steve, R- Steve, ITE, C- PRT, agencies	Launch December 2008
	c. Work with PDS to highlight a best practice(s) in each issue of their newsletter	A-Steve, R- PDS	Launch June 2008
3. Identify and remove systemic barriers to performance management culture.	a. During LEAN events, create awareness of negative actions,	Mike	Ongoing

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Strategies	Actions	Person(s) Responsible	Due By
	coaching as items come up		
	b. Utilize Performance Audits to create awareness in agencies		Ongoing
	c. Utilize DAS information available to us and LEAN tools to become more customer friendly in the state's practices		June 2008
	d. Utilize LEAN to help with hiring process		June 2008
	e. Utilize LEAN to help with travel reimbursement		June 2008
4. Culture Assessments on Select Agencies	a. Create generic culture assessment	Cindy	2009-2010 after agency assessments occur
	b. Select agencies based on screening done for Goal 1f.		
	c. Determine priority and roll-out strategy for culture assessments		
	d. Customize culture assessments based on selected agency strategies		
	e. Implement assessment roll-out strategy		
5. Gap analysis on agency leadership	a. Develop leadership criteria	Scott	Ongoing
	b. Review system assessment findings and identify aspects	Scott	Ongoing

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Strategies	Actions	Person(s) Responsible	Due By
	pertaining to leadership for further review		
	c. Conduct leadership assessment and report on findings and recommendations	Scott	Ongoing
6. Use the Baldrige criteria to improve performance management culture.	a. Select 6-8 pilot agencies	A – Linda, R – PRD	February 2008
	b. Conduct audit	A – Scott, C – PRD	May 2008
	c. Assist agency in responding to Categories 4 & 6 in Y2 and 3 & 5	A – Linda, R – PRD	Ongoing
	d. Identify Strengths and OFIs /gaps	A – Linda, R – PRD	Ongoing
	e. ID strategies, actions, initiative to address gaps (best practices)	A – Linda, R – PRD	Ongoing
	f. Deploy strategic plan	A – Agency, C – PRD	Ongoing
	g. Assess progress on regular basis	A – Agency, C – PRD	Ongoing
	h. Share lessons learned/ continuous improvement	A – Agency, C – PRD	Ongoing

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## Goal 3 - Develop and deploy a methodology to meet current and future workforce needs.

Strategies	Actions	Person(s) Responsible	Due By
1. Understand/assess reality of issue – departure, critical areas, critical positions, leadership (retire, change agencies, leave state gov't)	a. Determine General Workforce Numbers, Recruitment Numbers and Retention Numbers	A - Cindy, C-HRE	June 2008
2. Standardized succession planning process (leadership, high performers, and critical positions).	a. Understand DAS succession planning guide for possible integration	Cindy	March 2008
	b. Research succession planning models and procedures	Cindy	April 2008
	c. Develop procedural framework for Succession Planning (who should have, what they should have)	A -Cindy, C-HRE, C- PRD	June 2008
	d. Develop tools to support procedural framework	A -Cindy, C-HRE	August 2008
	e. Create enterprise-wide succession planning database	A -Cindy , R/C -ITE, C-Departments	December 2008
	f. Roll out process to agencies	A -Cindy, C-PRD & HRE	January 2009
	g. Develop and implement follow up procedures	A-Cindy, R-PRD, R-Departments	February 2009

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Strategies	Actions	Person(s) Responsible	Due By
3. Integrate workforce planning component into agency strategic plans.	a. Include workforce planning in every director's FPA	A – Linda, R – PRD	February 2008
	b. Research Workforce Planning Best Practices	A – Linda, R – DAS C-Cindy	April 2008
	c. Adopt/develop a standardized model for workforce planning	A – Linda, R – DAS C-Cindy	May 2008
	d. Document model	A – Linda, R – DAS, C-Cindy	June 2008
	e. Incorporate model into strategic planning at Enterprise and agency level	A – Linda, R – PRD	July
	f. Revise guidebooks/training	A – Linda, R – PRD	July
	g. Review strategic plans to ensure that all plans include workforce planning component	A – Linda, R – PRD	Ongoing
4. Competency database	a. Determine intended use and scope of competencies	A - Cindy	October 2008
	b. Compile list of people (succession plan participants) whose competencies will be inventoried	A - Cindy R - Departments	November 2008
	c. Create/Distribute Competency Inventory sheets to participant/participants' supervisor for completion	A - Cindy R - Departments	December 2008

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Strategies	Actions	Person(s) Responsible	Due By
	d. Input competency inventory sheets into database	A - Cindy	March 2009
	e. Create reports for agencies cross referencing individuals with appropriate competencies	A- Cindy	April 2009
	f. Use competency inventories in succession planning recommendations	A - Cindy , R - HRE	June 2009
	g. Design and implement follow up and database updating process	A – Cindy, R - HRE R - Departments	August 2009 and ongoing
5. Establish exit interview system.	a. Review current status with DAS-HRE	A/R-Steve, R - HRE	May 2008
	b. Establish cross agency workgroup	A-Steve, R-HRE	June 2008
	c. Identify internal and external/model practices and approaches	A-Steve, R-Workgroup	July 2008
	d. Recommend base requirements to DAS-HRE	A-Steve, R-Workgroup	September 2008
	e. Approve and then communicate system and base requirements to agencies	A-Steve, R-HRE	October 2008
	f. Establish a database for tracking	A-Steve, R-HRE	

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Strategies	Actions	Person(s) Responsible	Due By
6. Identify and remove systemic barriers to having a qualified workforce.	a. Utilize Kaizen events to map processes of “retiring” employees	Mike	December 2008
	b. Look at Benefit package offered to employees to determine if we can make it more robust (2 wks vacation)	Mike	Ongoing
	c. Identify if health benefits are in line with private employers	Mike	Ongoing



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### Our Assumptions

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- Customer expectations continue to increase
  - Technology
  - Accessibility
- Status quo or decreasing budget
- Agencies need to address complex and fast-changing goals
- Knowledge drain in agencies
- Short term solutions to major issues
- Decisions can be politically biased
- Technology implementation is increasing
- Employee expectation to meet social/cultural values
- Turf protection is an issue
- Demand for development of leadership skills
- Inefficient systems that hinder performance

### Critical Success Factors

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- Credible resource
- Performance management perceived as valuable
- Successful deployment of priorities
- Partnership w/IGOV
- Alignment w/budgeting process
- Grow resources (employees/internal capacity)
- Team alignment/integration
- Legislative buy-in
- Staff expertise in high performance organizations

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## SWOT Analysis

### **S**trengths

Staff  
 Problem solving  
 Facilitation/consultation – individual & group  
 Lean leaders  
 Broad authority for Performance Management  
 Working relationships w/customers  
 Creative thinking  
 Technology  
 Ability to simplify  
 Relationship w/IGOV

### **W**eaknesses

Division silos  
 Limited number of staff  
 Agency knowledge/capabilities  
 “Make work” opinion  
 Don’t walk the talk  
 Creating accountability for ESP  
 Lack of cohesiveness w/in team  
 Minimal customization  
 Scope creep  
 Customers don’t want to pay  
 Command & control image  
 Creating Lean culture  
 Limited operational budget  
 I/3

### **O**pportunities

Integration/alignment – performance/strategic plans  
 Partner w/DAS  
 Demonstrate our value  
 New administration  
 Lean expansion  
 Effective strategic plan deployment  
 External partnerships  
 Federal drivers  
 Service delivery expectations  
 Increasing use of performance mgt  
 Facilitate change management  
 Review GPP feedback

### **T**hreats

Succession planning – internal & external  
 Lack of performance mgt culture w/in agencies  
 External consultants  
 Agencies doing their own thing  
 Cynics galore