

# **Department of Management**

**2009-2011 Strategic Plan**

# Department of Management – Performance Results Division 2009 - 2011 Strategic Plan

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### Strategic Goals

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# Department of Management – Performance Results Division 2009 - 2011 Strategic Plan

## Guiding Statements

### Our Mission

The Department of Management leads enterprise performance, budgeting and other performance and accountability systems so that lowans 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 2009 - 2011 Strategic Plan

## Strategic Goals

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1. Develop and deploy an integrated performance management system.
2. Establish leadership capacity for a performance management culture.

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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 in targeted agencies.( IVH, IWD, DNR, DHS)	a. Train designees in targeted agencies to be able to lead pre-events.	A-Mike	
	b. Train designees to facilitate Kaizen events.	A-Mike	
	c. Train designees to schedule and run the 30, 60, 90, 6 month and 1 yr. follow ups.	A-Mike	
2. Deliver targeted team-based assistance and follow-up.	a. Deliver assessment findings to targeted agencies affecting Iowa economic conditions: DED (complete), IWD, DOT, IFA	A-Scott, R- Linda, Cindy, Steve	December 2009
	b. ID strategies/initiatives for critical assessment findings/themes.	A-Scott, Linda, Cindy, Steve, C – Assessed Agency	
	c. Incorporate strategies into existing agency strategic plan or facilitate development of new strategic plan	A-Cindy, Linda, Steve C-Scott, Mike, Teresa, R – Assessed Agency	
	d. Consult with agencies on strategy deployment.	A-PRD	
	e. Establish routine follow-up.	A-PRD	
	f. Share lessons learned	A-PRD	

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Strategies	Actions	Person(s) Responsible	Due By
3. Develop planning cycle that works in tandem with the State of Iowa timeframes for budgeting and reporting requirements.	a. Review current cycle and function of reports	A-Linda, C-PRD	
	b. Determine most appropriate cycle(s)	A-Linda, C-PRD	
	c. Communicate cycle with agencies	A-Linda, C-PRD	
	d. Review and refine current AGA processes and resources	A-Linda, C-PRD	

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

Strategies	Actions	Person(s) Responsible	Due By
1. Disseminate best management practice information.	a. Create best management practices inventory framework.	A-Scott, C-PRD, agencies	
	b. Create a best practices resource component on DOM website	A-Scott, R- Steve, ITE,C-PRD, agencies	
2. Establish/deploy leadership training	a. Assist DAS in developing leadership training for Directors, Deputies and DAs	A-Teresa, C-PRD	
	b. Assist DAS in developing leadership training for bureau chief level  (use workforce plan needs, assessment needs, Lean, CPM as criteria)		

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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