



Aligning the Team: Strategic Planning for Public Sector Work Units

The Importance of Strategic Planning

“Only 23% of companies use formal strategic planning process to make important strategic decisions. In 52% of companies, these decisions are made by a small senior group.”

“Staff engagement in strategic planning generates additional input and helps build their commitment to the plan.”

Source: Michael Stanleigh
Five Key Factors of Successful Strategic Planning

Strategic Planning in the Public Sector

“Citizens want and deserve good government. Strategic planning can be a useful and even an instrumental tool in achieving better government. Therefore, strategic planning takes its place among other management systems, old and new, that seeks to make public sector entities excel.”

Richard D. Young
Perspectives on Strategic Planning the Public Sector

Strategic Planning in the Public Sector

“Strategic planning... is based on the premise that leaders and managers of public and nonprofit organizations must be effective strategists if their organizations are to fulfill their missions, meet their mandates, and satisfy constituents in the years ahead.”

John M. Bryson
Strategic Planning for Public and Nonprofit Organizations

Strategic Planning to Ensure Employee Engagement

“Employees are more engaged when they know their work is meaningful.”

Kimberly Morrison

-Want Employees to be More Engaged? Involve Them in Strategic Planning

“It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.”

Jack Welch

Former CEO of General Electric

The Knowledge Transfer Problem

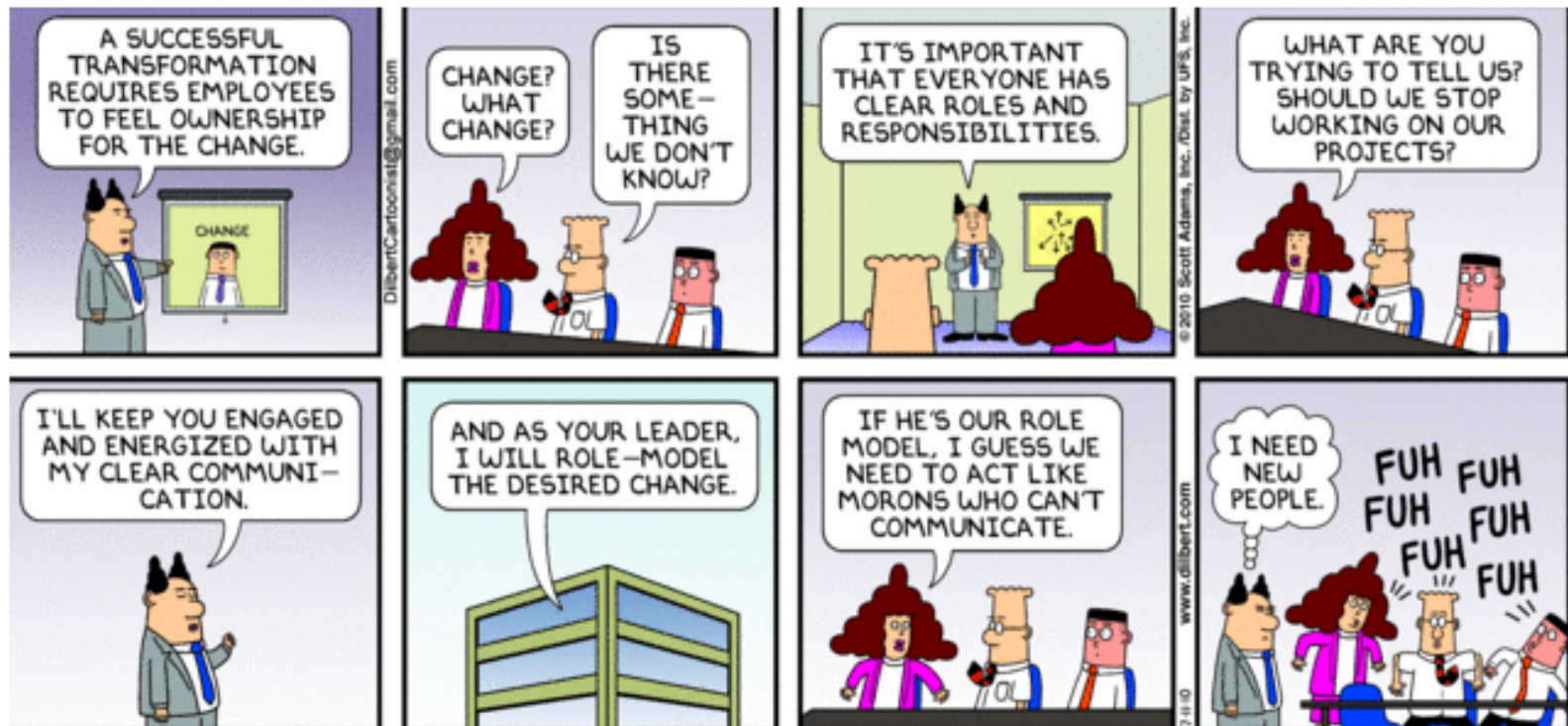
“Only one in four employees report knowing what their company stands for or what makes its brand different from its competitors.”

“Knowing the mission or purpose of my company makes me feel my job is important.”



Source: 2013 Gallup Q12 Engagement Survey

The Importance of Communication



Agency Mission and Strategic Goals

Prior to planning session:

- ***All staff review agency mission***
- ***All staff review current strategic goals***
- ***Complete header and department mission sections of the template***
- ***Add department goals to template***

Strategic Planning Template

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
1		Agency	Department of Administration - Division of Gaming																
2		Work Unit:	Office of Indian Gaming and Regulatory Compliance																
3																			
4		Division Mission Statement:	The mission of the Division of Gaming is to protect the integrity of gaming within the State of Wisconsin. The focus of the Division is the regulatory responsibilities that protect the public interest and the integrity of the various games and ensures that organized crime does not enter the state through gaming vendors. The Division uses licensing procedures, background investigations and regulatory enforcement activities to regulate indian gaming and charitable gaming.																
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9		DIVISION MISSION		DIVISION GOALS		CURRENT WORK UNIT ACTIVITIES		TWO YEAR											
10								GOAL		ACTION									
11																			
12			Ensure public confidence in the industry	→		→		→		→									
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17			Ensure the absence of organized crime	→		→		→		→									
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26																			
27			Ensure continuing viability of industry	→		→		→		→									
28																			
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Insert agency mission statement

Divide mission statement into component parts

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Add
department
goal for each
mission item

Thinking Exercise

Prior to planning session, as a work unit, think about:

- ***What are we doing should continue?***
- ***What are we doing that we should do more of?***
- ***What aren't we doing that we should be doing?***
- ***What should we stop doing?***
- ***Complete the matrix tab of the template***

Strategic Planning Matrix

	A	B	C	D	E	F	G	H	I	J	K	L
1	What are we doing that we should keep doing?						What are we doing that we should do more of?					
2	Auditing						Public outreach					
3							Conduct in depth forensic investigations of financials					
4												
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12												
13												
14												
15	What aren't we doing that we should be doing?						What should we stop doing?					
16	Testing larger samples						Investigating smaller entities					
17	Long range financial projections for industry											
18												
19												
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Fill in each area with specific items identified by the group

Planning Sessions

- ***What's in it for staff?***

“Because that’s it: strategy is thinking in a focused way about what’s most important and how to get there, and it can give you critical insights as to the things you shouldn’t be doing that won’t get you where you’re trying to go. How about if we define being strategic simply as consistently making the core directional choices that will best move you toward your hoped-for future. In other words, thinking and acting strategically means figuring out the future you want to create for your enterprise; then getting clear about where you are now; then building a path with your colleagues – making core directional choices – for getting there. And finally, being consistent about walking down that path together.”

Erika Andersen

Planning Sessions

Planning session requirements:

- *Find private space – preferably away from work site*
- *Ensure management buy-in for time and reviews*
- *Choose a facilitator*

Planning Sessions

Begin by outlining the process

- **What activities will occur**
- **Time frames for each activity**
- **Breaks, snacks, lunch, other “housekeeping”**
- **Products to be completed by the end of the session**
- **Follow-up activities, timeframes for reviewing progress on the plan**

Reiterate how planning can benefit staff

Planning Sessions

Planning session ground rules:

- *Personal accountability*
- *Active listening*
- *“Step up, step back”*
- *Follow time limits*
- *Reserve judgement*

Planning Sessions

Work unit activities:

- *Review work unit activities and relationship to the Division's goals*
- *Complete work unit activities section of template*

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10											GOAL		ACTION ITEM			COMMITMENTS		
12		Ensure public confidence in the industry	→	Conduct audits and maintain visibility	→		Field audits are conducted at least annually with staff on gaming floor for at least one week	→										
17		Ensure the absence of organized crime	→	Conduct vendor background investigations	→		Background investigations are conducted on all gaming-related vendors and	→										
22		Ensure public confidence in conduct of games	→	Conduct field compliance audits	→		Ten percent of games are tested and table games are observed for at least 12 hours during each	→										
27		Ensure continuing viability of industry	→	Conduct financial audits	→		Audits are conducted and outside audits are reviewed along with daily financial data	→										

Fill in each section with the work activities that relate to the goals

Planning Sessions

Goals and vision:

- ***Review goals tab of template***
- ***Hold brainstorming sessions to develop two year goals***

Planning Sessions

Two year goal planning process:

- *Align goals with items from the matrix*
- *Ensure all staff participate in process*
- *Ensure goals are SMART*
- *Identify outcomes*
- *Use decision tools to prioritize goals*

Strategic Planning Template Goals Sheet

	A	B	C	D	E	F
1	Keep Doing			GOALS		
2	Auditing			Ensure audit schedules are adhered to		
3						
4						
5						
6						
7						
8						
9						
10						
11						
12	Do More			GOALS		
13	Public outreach			Develop public information guides		
14	Conduct in depth forensic investigations of financials			Develop forensic investigation procedures		
15						
16						
17						
18						
19						
20						
21						
22						
23	Start Doing					
24	Testing larger samples			Improve testing software		
25	Long range financial projections for industry			Develop templates for doing projections		
26						
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31						
32						
33						

These areas
will populate
from the
matrix

Create goals
for each
matrix item

Planning Sessions

Action planning:

- *Review goal section of template*
- *Ensure goals are aligned with department goals*

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22		Ensure public confidence in conduct of games	→	Conduct field compliance audits	→	Ten percent of games are tested and table games are observed for at least 12 hours during each	→	Improve testing software	→									
27		Ensure continuing viability of industry	→	Conduct financial audits	→	Audits are conducted and outside audits are reviewed along with daily financial data	→	Develop templates for doing projections	→									

These areas will populate from the goals sheet

Ensure alignment between goals on the same line

Planning Sessions

Action planning:

- ***Create specific action item for each goal***
- ***Enter action items into template***

Strategic Planning Template

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13																			
14																			
15																			
16																			
17		Ensure the absence of organized crime	→	Conduct vendor background investigations	→	Background investigations are conducted on all gaming-related vendors and	→	Develop forensic investigation procedures	→	Create templates for forensic investigation program									
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21																			
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28																			
29																			
30																			

Enter specific, actionable items for each goal

Planning Sessions

Action Planning:

- *Plan a timeline of benchmarks for each item*
- *Create a realistic deadline for each item*
- *Identify resource needs and lead staff for each item*

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13																			
14																			
15																			
16																			
17		Ensure the absence of organized crime	→	Conduct vendor background investigations	→	Background investigations are conducted on all gaming-related vendors and	→	Develop forensic investigation procedures	→	Create templates and training program for forensic investigation		03/31/2016 - Owner=R. Johnson							
18																			
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27		Ensure continuing viability of industry	→	Conduct financial audits	→	Audits are conducted and outside audits are reviewed along with daily financial data	→	Develop templates for doing projections	→	Develop and implement new templates		12/31/2015 - Owner=M. Jones							
28																			
29																			
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Establish a deadline and owner for each item

Publicize the Plan

Supervisor Shares Plan with Upper Management:

- *Stress alignment with agency mission and goals*
- *Stress work unit commitment to action*
- *Make resource needs explicit to management*

Ensure Plan Success

Periodic Review:

- *Review plan at least quarterly in work unit meetings*
- *Document accomplishments*
- *Make changes and adjustments as needed*

Ensure Plan Success

Recognition:

- *Align rewards program with goals*
- *Link rewards to specific objectives*
- *Build a “culture of recognition”*

Strategic Planning for Public Sector Work Units

“Some of the most successful companies create a workforce that understands the mission, goals, values, and procedures of the organization. This empowers the employee to make decisions that are within the agency’s parameters.”

Source: Robert Bacal
Planning Communications to Optimize Strategic Plan Implementation