

SSD Vision 2015

(11/18/08 SSD Leadership Team)

Vision 2015 is a vision that stretches us and builds on our momentum.

The vision describes the results we want to achieve by 2015. Every person working at SSD helps creates the vision. We build the vision through our actions – the major improvement initiatives and the work we do each day.

Three Elements of SSD Vision 2015

- 1. SSD Culture of Respect, Productivity, Learning.**
 - Engage in personal and organizational excellence.
 - Practice the SSD Core Values in all aspects of work
- 2. Excellence in the results produced by staff, team and programs.**
 - Seek and initiate improvements in all aspects of our work
 - See the possibilities and opportunities that change offers.
 - Take prudent risks to create delivery of quality results, now and in the future.
- 3. Partnerships with co-workers, customers and stakeholders.**
 - Flexible, creative and collaborative in our work and in our relationships
 - Create our success by investing in the success of others.
 - Exercise stewardship of resources and applicable laws.
 - Generate strong alliances among SSD programs, DAS divisions and others.

BACKGROUND: Steps to develop SSD Vision 2015

- ✓ **Fall 2008: SSD Leadership Team defines the SSD Vision Elements/Outcomes and the 8 Core initiatives.**
 - The 3 Elements are the detailed outcomes of the SSD Vision.
 - Later, SSD will define specific measurements for each element of the SSD vision. This will include measures of “excellence” for each program.
 - The measure will help us know how we are progressing toward the Vision.
- ✓ **September 2008: Begin to launch the 8 SSD Core Initiatives & SSD Program initiatives (or already in progress).**
 - Initiatives launched: Program Strategic Plans, SSD Leadership Conversations, SSD Values, Leadership Development.
- ✓ **October 2008: Endorsed the SSD Vision 2015-Elements/Outcomes.**
 - SSD Management Team thoroughly reviewed, refined and endorsed The SSD Vision 2015-Elements/Outcomes.
 - Initiatives launched: Program Performance Measures, Succession Strategy.
- November /December 2008: Define the “SSD Vision Statement”**
 - All SSD Staff will be invited in define the SSD Vision Statement. A Vision Statement is a simple inspiring sentence that describes of essence of the Vision Elements. Example of a vision statement that might capture the essence of the 3 Elements of the SSD Vision: *Every person, every action a chance to learn, partner and serve.*
 - Initiatives started: Effective Advisory Councils and Customer Pledge.

At a Glance: All SSD Initiatives (FISCAL YEAR)

DAS Mission: Lead the pursuit of excellence in state government

| DAS Goals | 1. Excellent customer service | 2. Effective policies with clear direction | 3. Efficient & effective government infrastructure | 4. Adaptable government for future generations |
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- DAS Strategies**
- a. Foster excellent customer relations
 - b. Deliver accurate and timely info
 - c. Involve key stakeholders in policy development
 - d. Use information to improve policies
 - e. Ensure appropriate oversight and cost containment
 - f. Optimize performance
 - g. Lead efforts to define & implement statewide vision.
 - h. Ensure state government workforce needs are met
 - i. Protect state's information assets and systems
 - j. Advance sustainable business practices in government (economic, environmental, social)

1. DAS Department-wide practices - All DAS divisions participating.

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| 1. DAS: Customer Survey (KPM) | | | 3. (e/f) DAS: BCP | | 4. (h) DAS: Performance Appraisal |
| 2. DAS: Plain Language | | | | | 5. (i) DAS: Data Security Assessment & Protect |
| | | | | | 6. (g/h/j) DAS: Employee Survey |
| | | | | | 7. (g) Recruitment /retention use turnover data |
| | | | | | 8. (g) Use diversity data; AA goal for diverse workforce |
| | | | | | 9. (g) Promote Sustainability practices. |

2. DAS Directed: Key Performance Measures (KPM) - Specific SSD Programs participating.

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| <p><i>Note: Oregon Shines / Benchmarks is the source for Key Performance Measures</i></p> | <ul style="list-style-type: none"> ■ Procurement Excellence-<u>Procurement (SP0-strategic purchasing)</u> ■ Internal review vehicle utilization-<u>Fleet</u> |
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3. SSD Core Initiatives (aka Tactics) - All SSD Programs participating.

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| 1. (a) SSD Values | 3. (cd) Meaningful performance measures for SSD/ program | 5. (e/f) Strategic plan for SSD and each program | 6. (g/h) Leadership Development Program |
| 2. (a) SSD Customer Pledge | 4. (cd) Advisory councils for each program | | 7. (g/j) Succession Strategy |
| | | | 8. (h) SSD Conversations with SSD Team & Leaders. |

4. SSD Program Initiatives - All SSD Programs have unique initiatives that “Build the Business” (from SSD Program Strategic Plans)

| Fleet | Procurement | Publishing & Distribution | Risk | Surplus |
|---|--|--|---|---|
| <ul style="list-style-type: none"> • (statute)Active statewide leadership for statewide fleets • Plug-in Hybrids • CNG Infrastructure • Hydrogen Fuel-Cell Vehicles | <ul style="list-style-type: none"> • Strategic Improvement Plan – Procurement System. • SP0-wide Learning Plan • Individual Development Plans • ORPIN Phase 8 • QRF Program: Refine program | <ul style="list-style-type: none"> • Customer Satisfaction • Quality Control Process • Dependable, Accurate, and Secure Production Equipment • Well Trained, Happy Workforce | <ul style="list-style-type: none"> • Implement RMIS • Review & revise Property Policy • Implement RM • Advisory Board | <ul style="list-style-type: none"> • Surplus File-maker Database Replacement • Surplus Change of Funding Structure Analysis and Recommendations |

SSD Strategic/Business Plan

The SSD Strategic/Business Plan is composed of:

- SSD Vision 2015,
 - DAS Directed initiatives,
 - SSD 8 Core Initiatives,
 - SSD Program Initiatives (part of the program strategic plans)
 - Measurements for the SSD Vision and all initiatives.
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- All SSD programs are involved with the 8 SSD Core and DAS-directed initiatives.
 - Each SSD Core Initiative has a small workgroup with people from each SSD program.
 - SSD Core Initiatives are connected to build momentum. Example: SSD Values will be used in initiatives; Succession Strategy and Leadership Development Program.
 - The SSD Strategic Plan is aligned with the DAS Vision and DAS Business Plan.

Overview of SSD Core Initiatives

NOTE: The "SSD Team" includes everyone working in SSD, Staff and Managers.

Introduction: Why these initiatives?

The initiatives are strategically selected efforts to help "Build the Business." We call them our "B-Work." They were selected because they will help us advance toward the vision. We selected them because of the results we expect to see.

1. **SSD Conversations with Leaders:**

Each month Jan Dean (SSD Administrator) and Jeanette Fish (SSD Deputy) will invite SSD Team members for a conversation on a selected topic that advances the SSD vision. There will be a new topic each month. Invitations will be sent randomly so that every SSD team member receives an invitation to a conversation by the end of July 2009.

- **The purpose:** Everyone has ideas that can help improve SSD and the services we provide. The SSD Focused Conversations with Leaders are one way to engage everyone in SSD in making SSD a great place to work that delivers great services.
- October Topic: "What makes a great manager? What makes a great leader?" November: SSD Vision 2015; December: the SSD Values

2. **SSD Values:**

Define the values for SSD by engaging the SSD Team in identifying their preferred values.

- **The purpose:** Identify the values we can practice that make SSD a great place to work and help us provide excellent service / products to our customers. One reason to identify the SSD Values is to prepare for impending retirements. As people retire, we will need to attract and recruit people who share our values.

3. **Customer Pledge /Promise**

Define the SSD customer pledge which declares to customers "Here is what you can expect from SSD staff." The pledge will align with the SSD Values.

- **The purpose:** Clarify SSD's commitment to customers so that everyone in SSD understands our standard of service. We will hold ourselves accountable to our pledge.

4. **SSD Programs' Strategic Plans**

Every SSD program has a strategic plan; composed of initiatives that "build the business." "Building the business" means actively improving current services and ensuring that we prepared for the future.

- **The purpose:** Each SSD Program is actively "building the business" and effectively managing the regular daily work. The SSD Programs Strategic Plans are responsive to customer needs and build the internal capacity of the program to deliver services.

5. **Meaningful performance measures for every program**

Each SSD program will enhance their current performance measures and develop a comprehensive set of performance measures that will help effectively manage the work.

- **The purpose:** Each program will have measures that are meaningful, easily understood. Performance results are appropriately shared with staff and customers and are used to improve.

6. **Advisory groups for each program.**

Each SSD Program will strengthen or launch an advisory group composed of program stakeholders that are outside the program. Each advisory group will implement a structure and coordination plan so that the work of the group meets the needs of both SSD programs and the advisory group members.

- **The purpose:** SSD programs need to be aware and responsive to changing needs. An advisory group is one method to listen and exchange information with stakeholders.

7. **Succession Strategy**

SSD will inventory current strategies for recruitment and retention and then develop targeted outreach strategies. Ultimately, each program will have a "workforce management plan" that integrates strategic planning of the work with recruitment and development of staff, etc.

- **The purpose:** Enhance SSD's ability to attract and retain quality staff. Ensure that each member of the SSD Team is poised to effectively contribute and perform the responsibilities of their job.

8. **Leadership Development**

This initiative will develop leadership throughout the division; staff, managers, program managers, and administrators.

- **The purpose:** The SSD Leadership teams shares this perspective: A leader seeks opportunities for improvement and engages others to make change happen. Leading is a part of every employee's job at SSD (and of course, managers have specific leadership responsibilities). We want everyone working at SSD actively leading in their work responsibilities and aligning their efforts toward the SSD Vision.