

**OPD Strategic Plan  
Focus Areas-Goals Strategies  
July 17, 2014**

Focus Area	GOAL	GOAL	GOAL
<b>Cultivate a Culture Of Excellence</b>	<b>1. Develop clear standards of work performance.</b>	<b>2. Build a talent-based organization.</b>	<b>3. Develop mechanisms that promote excellence.</b>
	<b>Strategy</b>	<b>Strategy</b>	<b>Strategy</b>
	<p>a. Establish and Communicate performance Standards.</p> <p>Owner: Human Resources Division-Paul DeWolfe.</p> <p><b>Measurement: Performance standards Published for each job description.</b></p> <p>b. Conduct performance reviews based on performance standards.</p> <p>Owner: Human Resources Division – Randi Barclay.</p> <p><b>Measurement: % of performance reviews completed.</b></p> <p>c. Establish formal and informal ways to reward excellence.</p> <p>Owner: Human Resources Division - Randi Barclay.</p> <p><b>Measurement: published leadership guide and training program. Pilot program developed.</b></p>	<p>a. Assess and identify gaps in talent in all areas of OPD operations.</p> <p>Owner: Paul DeWolfe and Johanna Leshner.</p> <p><b>Measurement: frequency with which talent needs are clearly and routinely communicated with relevant partners.</b></p> <p>b. Create a program through which OPD can identify, recruit and hire top talent.</p> <p>Owner: Recruitment Director – Johanna Leshner.</p> <p><b>Measurement: A progressive recruiting strategy is actively utilized.</b></p> <p>c. Identify ways to cultivate talent within OPD for all OPD positions.</p> <p>Owner: Human Resources Division – Randi Barclay and Johanna Leshner.</p> <p><b>Measurement: published guide and training for leaders on talent development.</b></p>	<p>a. Communicate current development in law, policies and practices affecting our clients.</p> <p>Owner: Team Representation Committee-Stephen Mercer, Chair.</p> <p><b>Measurement: variety of vehicles available and frequency of use.</b></p> <p>b. Study approaches to achieve vertical representation.</p> <p>Owner: Caseloads Committee – Paul DeWolfe and Chip Dorsey, Chair.</p> <p><b>Measurement: variety of vehicles available and frequency of use.</b></p> <p>c. Manage caseloads guided by caseload standards.</p> <p>Owner: Caseloads Committee-Chip Dorsey, Chair.</p> <p><b>Measurement: an accurate and effective case management procedure is utilized.</b></p>

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**Client-Centered**

<b>GOAL</b>	<b>GOAL</b>	<b>GOAL</b>
<p><b>1. OPD provides best legal representation through vigorous advocacy in courtroom and out.</b></p>	<p><b>2. Ensure the defense team includes the client.</b></p>	<p><b>3. Secure client access to necessary, related services.</b></p>
<b>Strategy</b>	<b>Strategy</b>	<b>Strategy</b>
<p>a. Develop team representation that draws on the collective expertise and resources of the OPD and OPD partners.</p> <p>Owner: Team Representation Committee—Stephen Mercer, Chair, and Lori James-Townes.</p> <p><b>Measurement: number &amp; frequency of team-based case reviews.</b></p> <p>b. Design training and professional development programs for defense team members.</p> <p>Owner: Training Division—Mary Jo Livingston</p> <p><b>Measurement: portfolio of development programs available, frequency of communication about programs and level of participation.</b></p>	<p>a. Promote active participation of the client on the defense team.</p> <p>Owner: Team Representation Committee—Stephen Mercer, Chair.</p> <p><b>Measurement: standard developed, published and assessed regarding client and family member contact by the team.</b></p> <p>b. Institute practice of early and frequent contact of the defense team with client and family members.</p> <p>Team Representation Committee—Stephen Mercer, Chair, with Lori James-Townes as Co-Chair.</p> <p><b>Measurement: standard developed, published and assessed regarding client and family member contact by the team.</b></p>	<p>a. Create relationships to develop related services and links to those services.</p> <p>Owner: Lori James Townes, Chair.</p> <p><b>Measurement: breadth of services is established in each office.</b></p>

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**Leadership &  
Management**

GOAL	GOAL	GOAL
<p><b>1. Ensure clear, transparent and consistent communication.</b></p> <p style="text-align: center;"><b>Strategy</b></p> <p>a. Establishes processes within each management unit to regularly exchange information with their "customers." Owner: Communications Committee—Paul DeWolfe, Chair. <b>Measurement: number of identified management units with process to exchange information.</b></p> <p>b. Develop communication media that are user friendly, substantive and utilized.  Owner: Communications Committee—Paul DeWolfe, Chair. <b>Measurement: variety of media available and frequency of use.</b></p> <p>c. Develop interpersonal communication skills and strategies. Owner: Communications Committee—Paul DeWolfe, Chair, and Johanna Leshner. <b>Measurement: number of trainings and other resources supporting interpersonal communications skills and strategies.</b></p>	<p><b>2. Allocate available resources fairly, consistent with OPD priorities.</b></p> <p style="text-align: center;"><b>Strategy</b></p> <p>a. Establish and communicate clear priorities.  Owner: Senior Management Team—Paul DeWolfe and Kathleen Mattis. <b>Measurement: priorities published regularly.</b></p> <p>b. Communicate how resources will be allocated consistent with those priorities.  Owner: Senior Management Team—Paul DeWolfe <b>Measurement: resource allocation published regularly.</b></p> <p>c. Evaluate strengths and needs regularly with input from OPD staff. Owner: Senior Management Team—Paul DeWolfe <b>Measurement: process established for OPD staff to provide input on strengths and needs; senior management reviews as a regular agenda item.</b></p>	<p><b>3. Appoint effective managers.</b></p> <p style="text-align: center;"><b>Strategy</b></p> <p>a. Establish regular and progressive management skills training.  Owner: Human Resources Division – Randi Barclay. <b>Measurement: frequency of management skills trainings.</b></p> <p>b. Establish HR management consultation, counseling and support service for agency managers.  Owner: Human Resources Division – Randi Barclay. <b>Measurement: HR staff are fully trained and actively support.</b></p> <p>c. Hold managers accountable to management standards. Owner: Human Resources Division—Paul DeWolfe. <b>Measurement: performance standards and reviews incorporate management standards.</b></p>

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**Positive Work Environment**

GOAL	GOAL	GOAL
<p><b>1. Create a team-driven agency.</b></p> <p style="text-align: center;"><b>Strategy</b></p> <p>a. Compose relevant teams throughout the organization. Owner: Human Resources Division – Randi Barclay and Johanna Leshner <b>Measurement: published groupings of relevant teams.</b></p> <p>b. Create avenues for collaboration between teams.  Owner: Senior Management Team—Paul DeWolfe <b>Measurement: variety of forums established and level of use.</b></p>	<p><b>2. Improve morale within the agency.</b></p> <p style="text-align: center;"><b>Strategy</b></p> <p>a. Enhance employee understanding of their contribution to the agency mission. Owner: Communications Committee—Paul DeWolfe, Chair. <b>Measurement: number of employees who understand their contribution to the agency.</b></p> <p>b. Establish ways to appreciate each employee's contribution to the agency mission.  Owner: Communications Committee—Paul DeWolfe, Chair, and Johanna Leshner. <b>Measurement: frequency of expressions of appreciation.</b></p> <p>c. Create opportunities for professional advancement and professional development. Owner: Recruitment Director—Johanna Leshner. <b>Measurement: professional development resources and paths for professional advancement established.</b></p>	<p><b>3. OPD employees have resources and adequate physical workplaces.</b></p> <p style="text-align: center;"><b>Strategy</b></p> <p>a. Provide adequate, safe, clean physical work space. Owner: Human Resources Division—Chip Dorsey and Kathleen Mattis <b>Measurement: a standard workspace checklist is completed quarterly.</b></p> <p>b. Provide adequate office equipment, supplies and services.  Owner: Administrative Services Unit—Kathleen Mattis. <b>Measurement: ASU completes regular need assessment for each office.</b></p> <p>c. Establish standard resource package for new employees. Owner: Human Resources Division – Randi Barclay. <b>Measurement: all new employees receive a resource package.</b></p> <p>d. Provide sufficient training to ensure full use of resources. Owner: Training Division—Mary Jo Livingston. <b>Measurement: post-training survey of resource use demonstrates increased use of resources.</b></p>

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**IT Mission Critical**

<b>GOAL</b>	<b>GOAL</b>	<b>GOAL</b>
<p><b>1. Achieve and maintain current technology.</b></p> <p style="text-align: center;"><b>Strategy</b></p> <p>a. Continuously assess agency technology needs. Owner: IT Division—Mike Cummings. <b>Measurement: Number of quarterly technology assessment committee meetings held.</b></p> <p>b. Develop a comprehensive IT financing plan.  Owner: IT Division—Mike Cummings. <b>Measurement: IT financing plan published.</b></p> <p>c. Ensure resources meet agency technology priorities. Owner: IT Division—Mike Cummings. <b>Measurement: Survey results demonstrate high level of user satisfaction with IT resources.</b></p>	<p><b>2. Empower full use of technology resources.</b></p> <p style="text-align: center;"><b>Strategy</b></p> <p>a. Develop incentives to encourage full use of technology resources. Owner: IT Division—Mike Cummings. <b>Measurement: Number of users leveraging incentives.</b></p> <p>b. Provide full access to resources.  Owner: IT Division—Mike Cummings. <b>Measurement: Survey results demonstrate high level of satisfaction with access to resources.</b></p>	<p><b>3. Innovate to achieve efficiencies &amp; synergy.</b></p> <p style="text-align: center;"><b>Strategy</b></p> <p>a. Establish business processes and standards that best leverage IT. Owner: IT Division—Mike Cummings. <b>Measurement: number of business processes that are evaluated as highly satisfactory.</b></p> <p>b. Insure IT Division has resources and structure to support IT leadership and innovation. Owner: IT Division—Mike Cummings. <b>Measurement: number of business processes that are evaluated as highly satisfactory.</b></p>

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**Implementing the Strategic Plan**

**Implementation  
Plan**

GOAL	GOAL	GOAL	GOAL
Strategy	Strategy	Strategy	Strategy
<p><b>1. Utilize a process to monitor progress &amp; adjust the strategic plan.</b></p> <p>a. Prepare standardized progress report. b. Establish regular reporting to strategic planning steering committee. c. Establish monthly progress meetings of strategic planning steering committee. d. Adjust the strategic plan as required.</p>	<p><b>2. Identify ownership for each component of the strategic plan.</b></p> <p>a. Identify and support a strategic planning project manager. b. Identify owner of each strategy. c. Provide orientation to strategy owners and committees.</p>	<p><b>3. Promote, publicize &amp; communicate the strategic plan.</b></p> <p>a. Identify owner of promotion and communication of strategic plan. b. Present strategic plan at special meeting for all OPD &amp; outside stakeholders. c. Develop promotion plan.</p>	<p><b>4. Allocate resources to support the strategic plan.</b></p> <p>a. Perform monthly resource allocation review. b. Prioritize strategic plan resource needs.</p>