

WAUKESHA COUNTY

Strategic Planning Update

2014 Implementation

February 2014

What should I takeaway?



- This presentation will take you through the entire Strategic Planning Update to date and will provide a list of:
 - ▣ All changes to the Countywide planning process
 - ▣ Four new, specific departmental objectives
 - ▣ A strategic planning timeline

- Please use the information provided to communicate with your employees. Cut, paste, delete, rework etc.

- After the meeting you will be sent a follow-up email containing this PowerPoint

Why is Strategic Planning Important?



- Strategic Planning provides a proactive road map for an organization – based upon goals, principles and values. It is not an operational plan or specific business plan, it involves where we want to go as a County, not necessarily how we are going to get there
- Helps identify key strategic issues facing the County through data collection and stakeholder involvement
- Establishes a framework for delivery of services and guides our County budget

Updating the Plan



Our goal was to build upon the County's existing Strategic Plans by creating a new 3-year planning process to help hold the line on taxes while improving service delivery and customer service to Waukesha County's nearly 400,000 residents

What have we done so far?



- In 2012 the County Board approved plan to hire a consultant, via RFP, to assist with updating existing county-wide strategic plan
- The County selected the firm of Baker Tilly
- A Strategic Planning Committee was formed
 - ▣ Kathy Madden, Dale Shaver, Sarah Spaeth, Deb Kneser, Julianne Davan, Linda Witkowski and Shawn Lundie
- 3 focus group sessions were held
- Steering Committee discussed County-held values

What have we done so far?



- Employee survey was conducted
- Final report/recommendations were received from consultant
- Presentation to the County Board, March 2013
- Senior Management Retreat held, May 2013
- Workgroups created, studied key issues and made several recommendations to the County Executive
- Steering Committee finalized updates



Focus Groups

Focus Group Sessions and Results

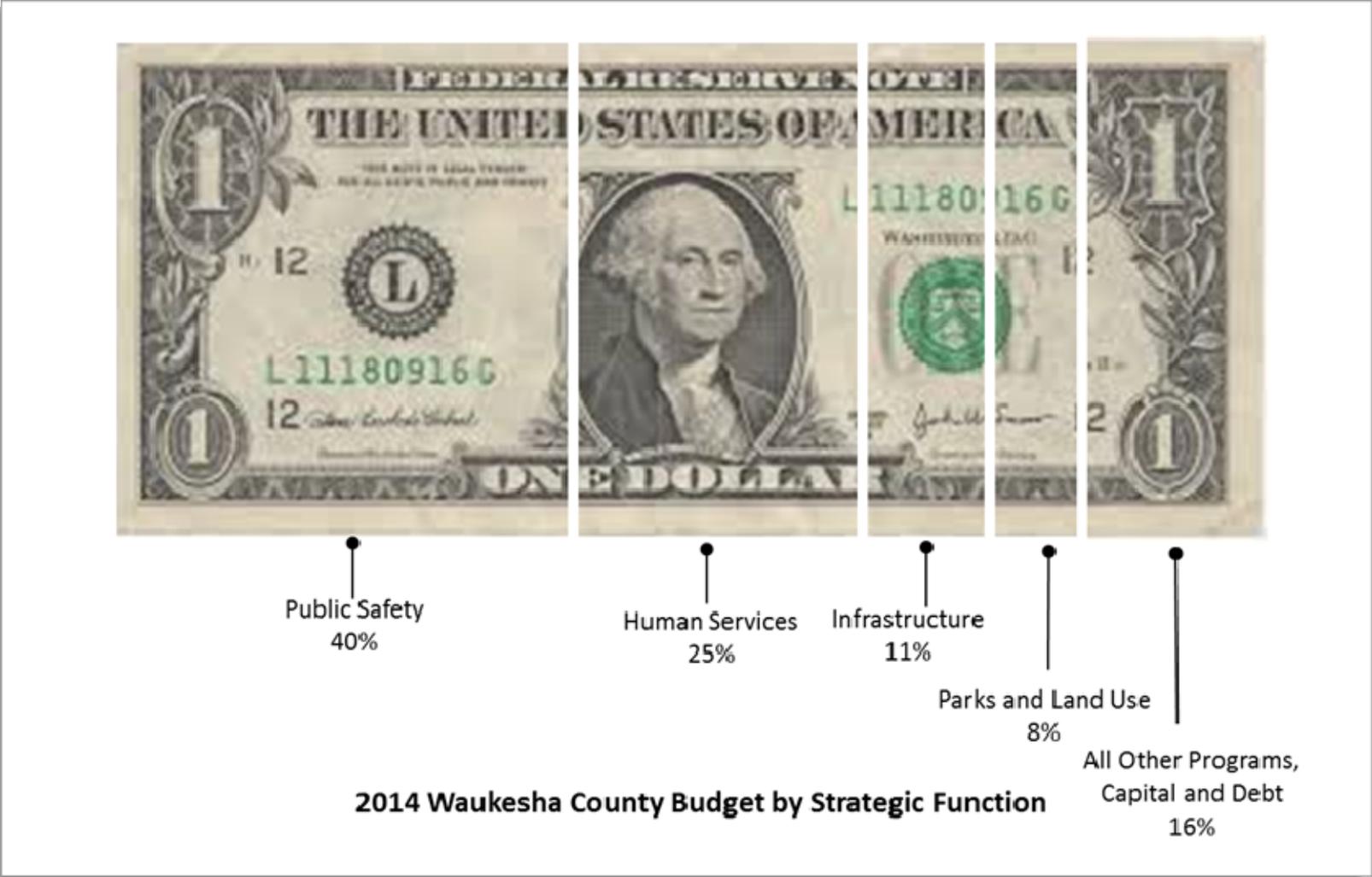


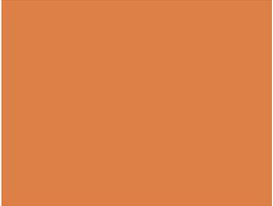
- 3 focus group sessions were held:
 - County Board-recommended participants
 - Business and non-profit leaders
 - Taxpayers selected at-random via the County's jury pool
- The sessions, facilitated by Baker Tilly, were held at the Retzer Nature Center planetarium
- The citizens were educated with a *Government 101* presentation and were asked over 150 questions on a variety of topics pertaining to County government

What did we do with the data?

- We analyzed the data to ensure that the priorities of the taxpayers of Waukesha County align with our budget
- Public opinion matters! Public input directly affects our County's budget
- The 2013 results very closely mimicked our 2005 focus group results
- The County residents ranked their top priorities (2013)
 - ▣ 1. Public Safety (Sheriff's Dept. and Courts System)
 - ▣ 2. Health and Human Services Programming
 - ▣ 3. Infrastructure/Public Works
 - ▣ 4. Parks and Land Use

Focus Group Results & Budgeting





County Values

Waukesha County Values



- We asked ourselves: What do we value as a government, an employer, as employees, as taxpayers?
- The Strategic Planning Steering Committee held two brainstorming sessions to identify what it believed the County truly valued
- The session resulted in the creation of a list of over 20 different county-held values. We subsequently narrowed the list to 9 concise county-held values
- What we didn't know at the time is that this value session would frame all future discussions, shape our employee survey and determine our path forward

Waukesha County Values



- High quality services
- Reasonable cost
- Services delivered with competency and skill
- Collaboration
- Transparency
- Delivery of essential services (without redundancy)
- Diversity
- Ethics and Integrity
- The AAA Standard
- Respect for taxpayers
- Team work
- Efficiency
- Work Ethic
- Communication
- Fairness (to employees)
- Respectfulness
- Innovation
- Vision
- Professional Development
- Leadership “Leading the Way”
- Mission focused
- Businesslike approach
- Initiative

Waukesha County Values



- Collaboration
- Ethics and Integrity
- Innovation
- Teamwork
- Efficiency
- Communication
- Diversity
- Seeking Cost Savings
- High-Quality Customer Service

A horizontal bar with a blue background and a white text area. The text 'Employee Survey' is written in a white, sans-serif font. To the left of the text is a solid orange square.

Employee Survey

Employee Survey



- ❑ First of its kind survey of Waukesha County employees on the issue of Strategic Planning
- ❑ The purpose of the survey was to:
 - ❑ Gauge employee understanding of the County's strategic plan
 - ❑ Understand how employees goals align with the plan
 - ❑ Identify opportunities to enhance the work environment of the County as a whole
- ❑ The survey was distributed to every employee of the County
- ❑ Questions were written to reflect our self-identified County values

Employee Survey



Out of approximately 1,300 employees, 875 participated in the survey, representing about 66% of all county employees

The participation consisted of the following:

- ▣ Manager/Supervisor: 133
- ▣ Professional Staff: 258
- ▣ Line/Admin: 466
 - (18 respondents did not indicate their position)

Employee Survey: Positive Themes



Positive Feedback from Employees:

- ❑ Employees overwhelmingly like the work they do, know how to do it and are held accountable
- ❑ Supervisors are open to hearing feedback and treat employees with respect
- ❑ The County has a high level of integrity
- ❑ Employees would recommend the County as a place to work and to live

Employee Survey: Positive Themes



- 69% of County employees agreed that there was a focus on Fiscal responsibility at the County level and 72% believe their own department focuses on fiscal responsibility
- 75 % of respondents also agreed the County provided services in a businesslike manner
- An overwhelmingly 87% of employees strongly agreed or somewhat agreed they were willing to give extra effort to help the County succeed

Employee Survey: Positive Themes



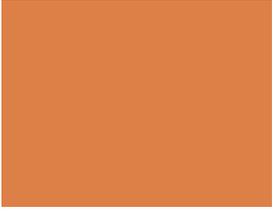
- Well over half of employees agreed that their supervisor helps them develop to their fullest potential (65%), their responsibilities make good use of their abilities (78%) and they have the resources needed to do their job well (66%)

Employee Survey: Opportunities



The survey identified three areas where the County had opportunities for improvement:

- Communication
- Employee professional development
- Rewarding and recognizing employee performance

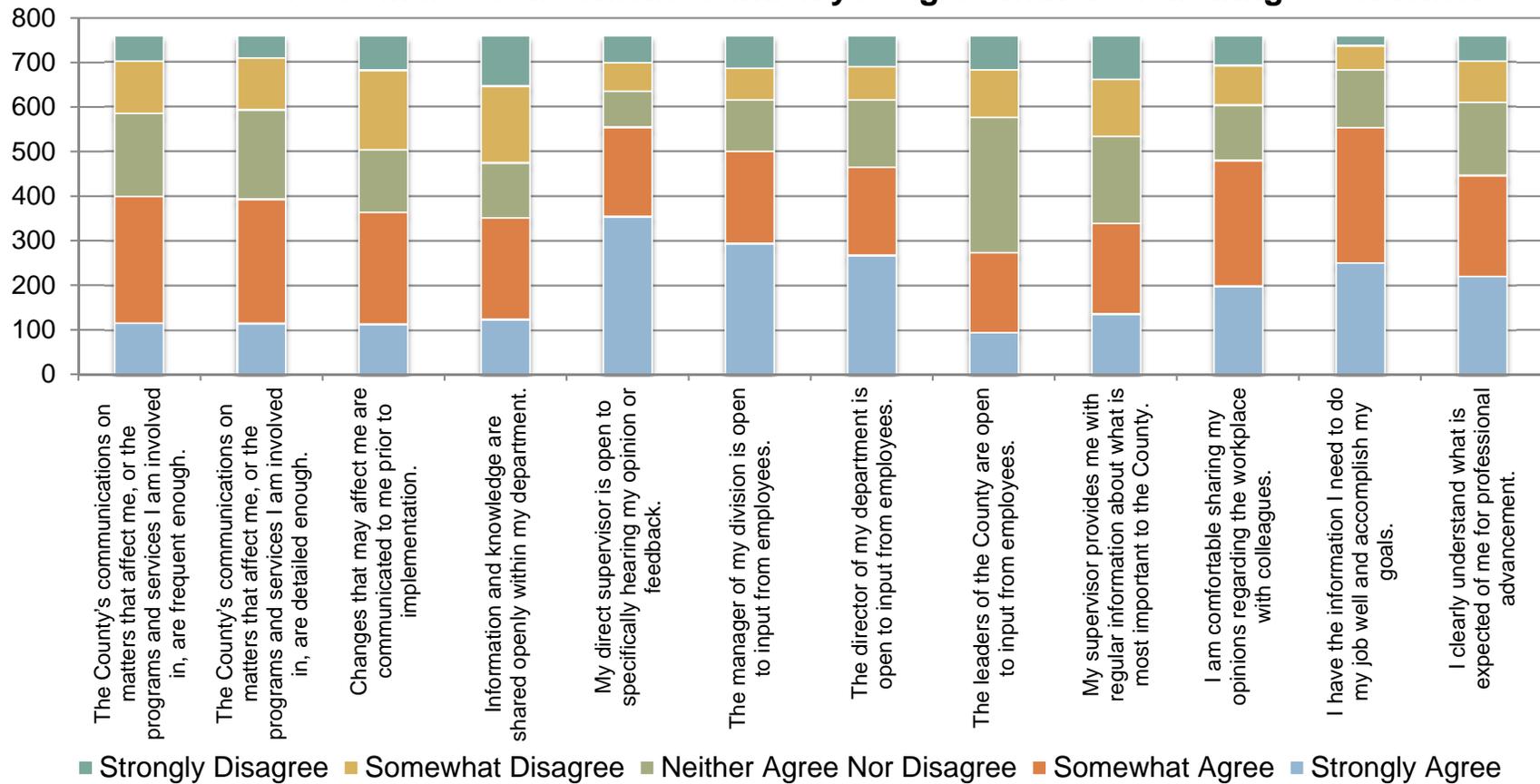


Employee Survey Results: Communication

Employees were polled on matters that affect them such as: Information sharing, ability to voice feedback, express opinions and clarity of expectations

Communication

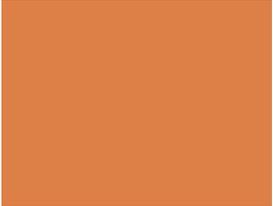
Please indicate the extent to which you agree with the following statements:



Communication: Opportunities



- ❑ Changes which affected them were communicated prior to implementation (48%)
- ❑ Leaders of the County were open to input from employees (36%)
- ❑ Their supervisor provides them with regular information about what's important to the County (45%).

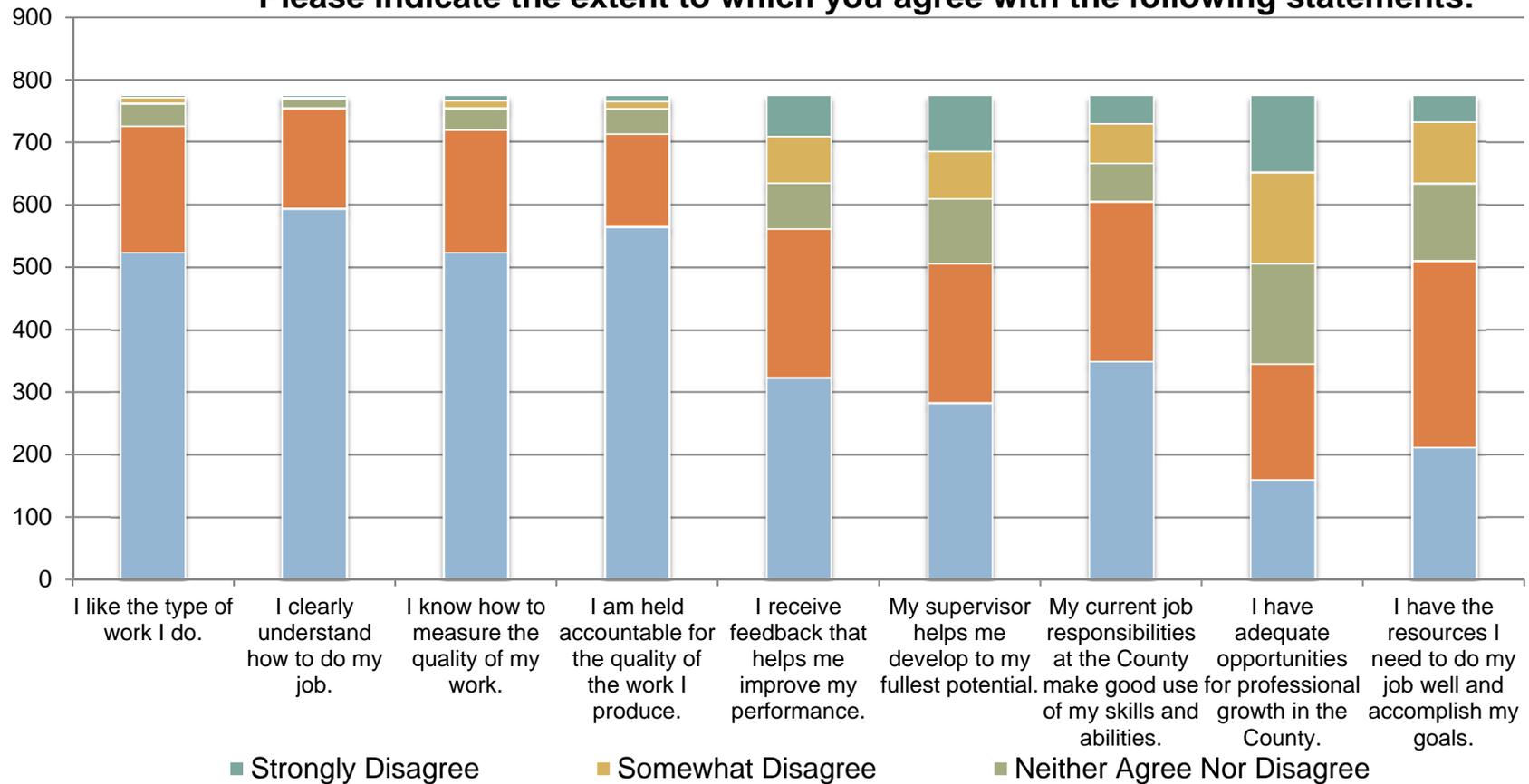


Employee Survey Results: Professional Development and Empowerment

Professional Development/Empowerment focused on job satisfaction, ability to measure quality of work, accountability, feedback, professional growth and adequacy of resources

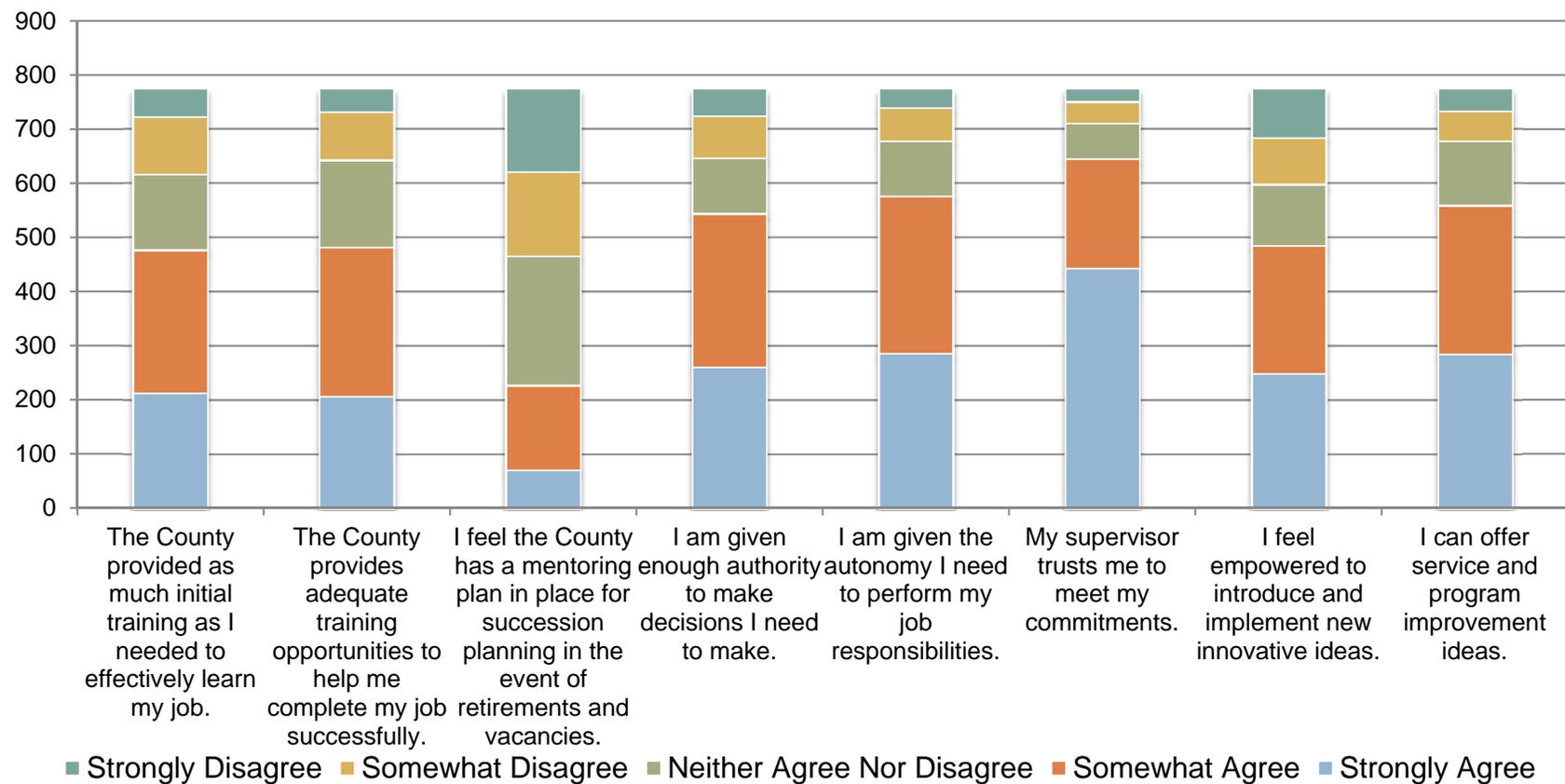
Professional Development & Empowerment

Please indicate the extent to which you agree with the following statements:



Professional Development & Empowerment

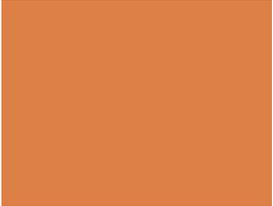
Please indicate the extent to which you agree with the following statements:



Professional Development: Opportunities



- Well under half of employees strongly agreed or somewhat agreed that the County has a mentoring plan in place for succession planning in the event of retirements and vacancies (29%)
- Most employees surveyed do not believe they have adequate opportunities for professional growth
- Less than half of employees agreed that if they do good work, the County may consider them for promotion (40%) and that the County's policies for offering advancement are fair (33%).

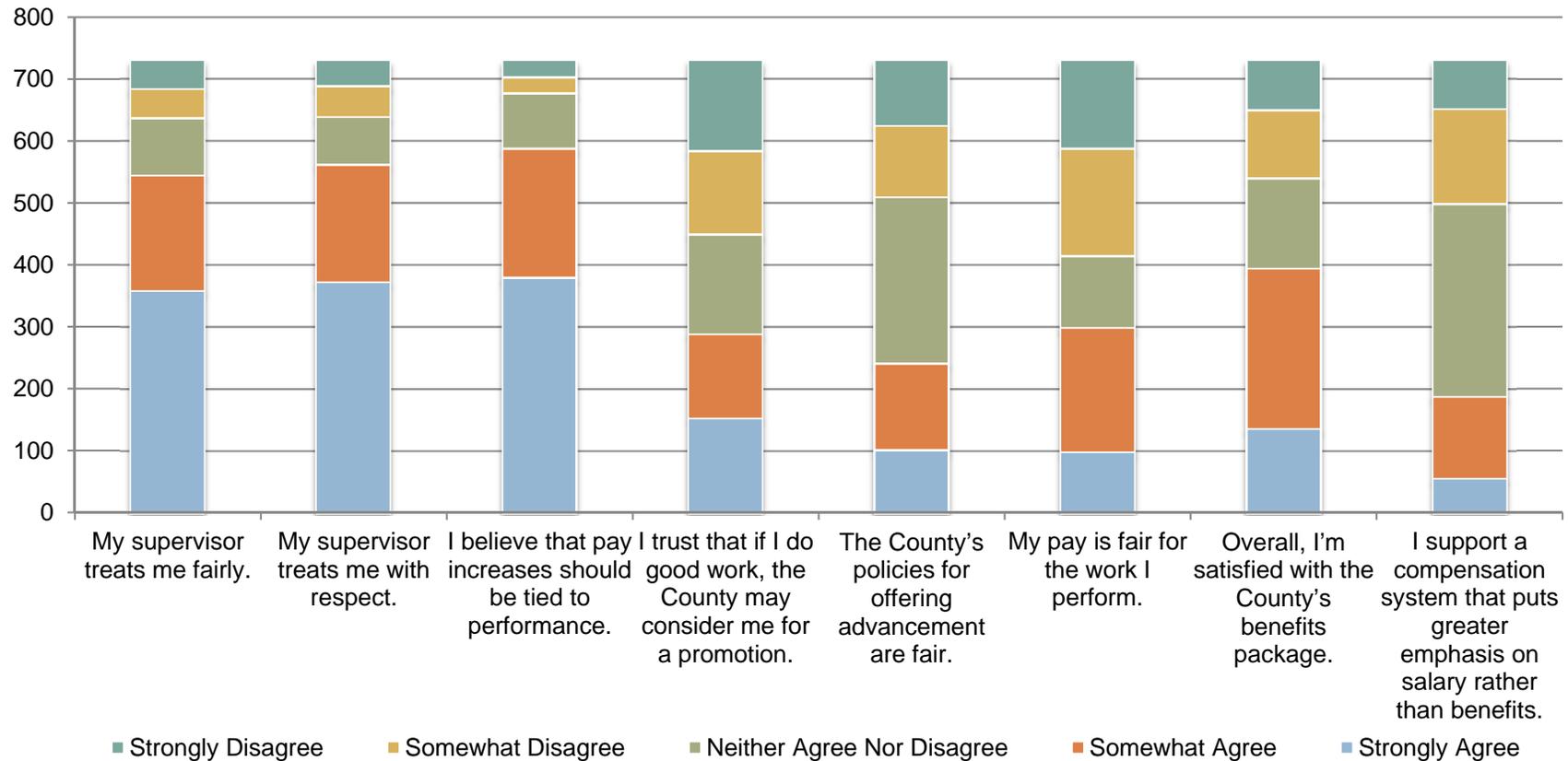


Employee Survey Results: Rewards and Appreciation

The Rewards and Appreciation section of the survey focused on employee's understanding of their individual performance and County wide strategic priorities, feelings of value to the County and work-life balance.

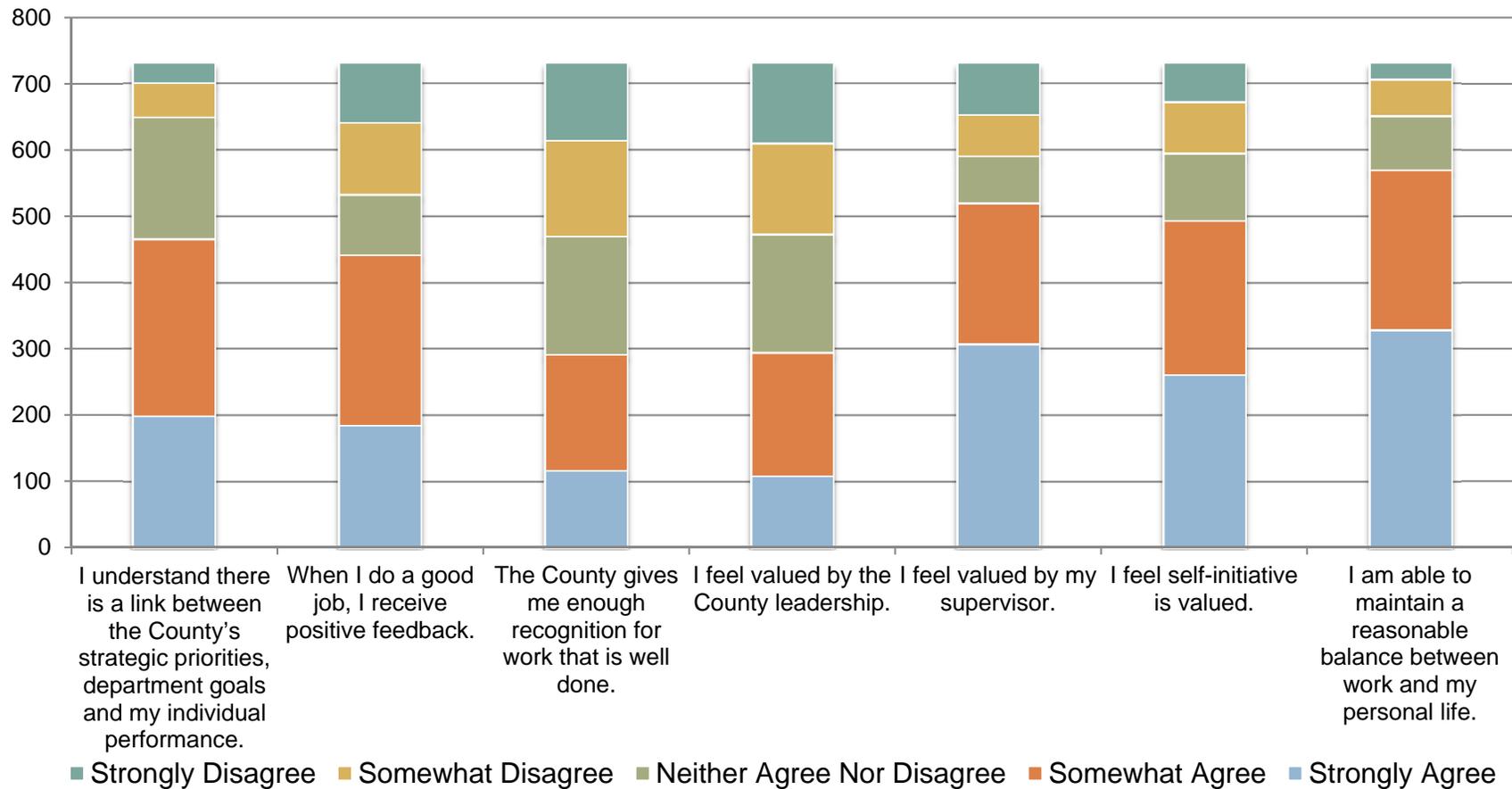
Reward & Appreciation

Please indicate the extent to which you agree with the following statements:



Reward & Appreciation

Please indicate the extent to which you agree with the following statements:



Rewards and Appreciation: Opportunities



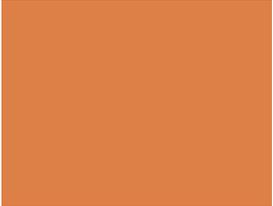
- Less than half of employees agreed that the County gave them enough recognition for work that is well done (40%)
- 40% of employees feel valued by County leadership
- Less than half of County employees believe their pay is fair for the work they perform

Employee Survey: Opportunities Summary



Summary of opportunities for improvement:

- ❑ Improve inter-departmental communication
- ❑ Increase collaboration and employee input
- ❑ Educate employees on the values of strategic planning
- ❑ Increase opportunities for professional growth, better mentoring plans and succession planning
- ❑ Increase recognition of work well done and boost employees' feelings of being valued
- ❑ Enhance perception of fairness around advancement opportunities



Strategic Planning Workgroups

The Workgroup concept was the result of our lengthy analysis of the employee survey at our May 2013 Senior Management Retreat

Strategic Planning Workgroups



- At our annual Senior Management Retreat in May 2013 we discussed and analyzed the survey results
- The managers discussed the positive results and the opportunities for improvement
- As a group, the attendees endorsed the idea of creating three workgroups to study and make recommendations to address the areas in need of attention
- The workgroups:
 - ▣ Communication
 - ▣ Professional Development
 - ▣ Rewards & Recognition

Workgroup Membership



- 34 people from 11 different Departments
- Represented varied job classifications
- Employees ranged from just a few years of experience to 20+ years
- Each group had roughly 10 members, 1 representative from HR and 1 liaison to the County Executive's Cabinet

Workgroup Timeline



- June 26: Deadline for Workgroup Membership
- July 10: All Workgroups: Orientation and Kickoff
- Sept. 4: All Workgroups: Status report meeting
- Oct. 25: Draft report and recommendations to County Executive
- Nov. 1: All Workgroups: Final report meeting
- Nov. 13: Department Head Meeting presentation

*Individual workgroup meeting dates to be determined by each group

Communication Workgroup



- Purpose:

- Some of the key issues identified by the employee survey results were that the County should create more opportunities for collaboration, enhance opportunities for employee feedback and educate employees on strategic planning

- Objectives:

- Evaluate current employee orientation system, determine effectiveness and make recommendations for improvement of program focusing on core values
- Develop program to foster inter-departmental communication and collaborative opportunities
 - Example: Educate all levels of employees on strategic planning and development of shared strategic objectives
- Examine ways for management to solicit employee feedback

Communication Workgroup



Workgroup Membership:

Workgroup Chair: Capt. Smidt

Lisa Lake, UW Extension

Sandy Scherer, P&LU

Donna Walbert, P&LU

Andrea Palmersheim, DA

Margi Anthonijs, HHS

James Smentek, Public Works

Capt. Jeff Smidt, Sheriff

Missy Jacks, Courts

Zack Tremaine, Courts

Holly Maule, Courts

Dani Danielski, DA

Jen Dunn, DA

Workgroup Liaisons:

Shawn Lundie, Chief of Staff

Sylvana Radmer, Human Resources

Professional Development Workgroup

□ Purpose:

- One of the key employee survey outcomes was feedback that the County should increase opportunities for professional growth, better mentoring plans and succession planning.

□ Objectives:

- Examine opportunities for the creation of a training database for every County employee
- Develop basic principles for a mentoring program that works to assist the county with succession planning and employee development
- Create a list of mentoring tools and opportunities to assist employees career development specifically targeting a move from *a non-supervisory to a supervisory* role
 - Examples include introduction to professional communication, project management and LEAN initiatives
- Create a list of mentoring tools and opportunities to assist employees career development specifically targeting a move from *entry level supervisory staff to an advanced management* role
 - Examples include development of advanced communication skills, acquiring project management certifications and participating in formal LEAN training
- Develop eligibility guidelines for advanced mentorship programs

Professional Development Workgroup



Workgroup Membership:

Workgroup Chair: Sarah Spaeth

Nicci Grzesk, Courts

Chris Fandre, PL&U

Ginny Bocek, PL&U

Jan Sanchez, HHS

Kathy Jones, HHS

Terry Tesch, Sheriff

Sharee Hoag, Register of Deeds

John Roberts, Corp Counsel

Julie Delain, DA

Sarah Spaeth, County Board Office

Lynda Ferguson, DA

Workgroup Liaisons:

Allison Bussler, Director of Public Works

Deb Kneser, Human Resources

Rewards and Recognition Workgroup

□ Purpose:

- One of the key employee survey outcomes was feedback that the County should increase recognition of work well done and boost employee morale.

□ Objectives:

- Examine County's current reward and recognition programs countywide and by Department
- Gather feedback from employees on effectiveness and value of current programs
- Determine criteria for eligibility for future rewards and recognition
 - Examples: demonstration of exemplary customer service or County values
- Determine what types of rewards and recognition County employees want and value
- Create and prioritize a list of recognition tools requiring little or no cost
- Develop a reward and recognition pilot program to be applied countywide and for an individual department

Rewards and Recognition Workgroup



Workgroup Membership:

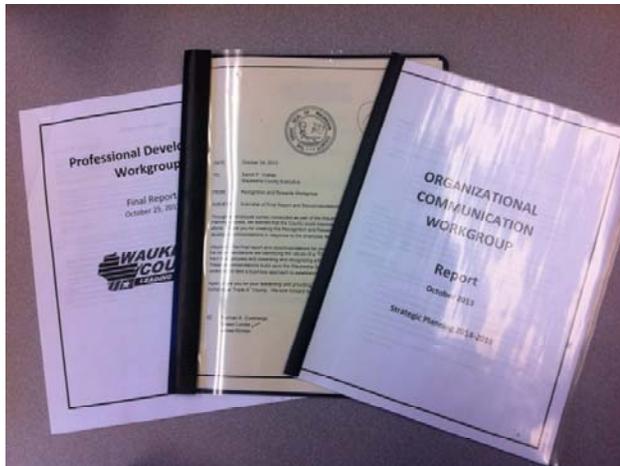
Workgroup Chair: Michele Gallun
Rich Perschon, PLU
Mary Smith, HHS
Mary Jo Grosskreutz, HHS
Bob Rauchle, Public Works
Rhiannon Cupkie, Public Works
Windy Jicha, County Board Office
Rick McMillin: DOA
Carrie Olson, Courts
Debbie Renner, DA

Workgroup Liaisons:

Dale Shaver, Director of P&LU
Renee Gage, Human Resources

Workgroup Recommendations

- Each workgroup endorsed a set of recommendations and presented that information to the County Executive and Department Heads (www.waukeshcounty.gov/workgroups)
- The recommendations were reviewed by DOA-Budget Division, HR and the County Executive
- Most of the Workgroup recommendations have been incorporated into our updated Countywide Strategic Plan

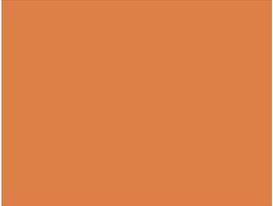


SWOT ANALYSIS

Strengths: characteristics that provide an advantage over others
Weaknesses: features that are a disadvantage relative to others
Opportunities: favorable or advantageous circumstances
Threats: qualities in the environment that could cause trouble

<p>Strengths</p> <ul style="list-style-type: none">• Framework is already in place along with strategic partners• County advanced compared to its peers• County values training and highly competent employees	<p>Weaknesses</p> <ul style="list-style-type: none">• Lack of employee awareness of opportunities• Little recognition for employees that complete training• Inconsistent management guidance
<p>Opportunities</p> <ul style="list-style-type: none">• Tying training to performance evaluations• Support from county leaders• Access to mentors who recently retired• Baby boomers set to retire soon	<p>Threats</p> <ul style="list-style-type: none">• Lack of funding• Disgruntled employees• Limited advancement opportunities

Professional Development Workgroup 



Strategic Planning Updates

What's Changing?



- We are not reinventing the wheel

- The County is adopting recommendations from three sources:
 - ▣ The consulting firm of Baker Tilly
 - SWOT Analysis
 - Public Sector Best Practices
 - Peer County Research
 - ▣ The Strategic Planning Steering Committee
 - ▣ The Employee Workgroups

- We are keeping what works and adding some new, measurable countywide goals, a timeline

We are not reinventing the wheel...

We are maintaining our key [Waukesha County Strategic Outcomes](#)

- ❑ A safe county
- ❑ An economically vibrant county
- ❑ An environmentally responsible county
- ❑ A well-planned county
- ❑ A county that assists at-risk citizens
- ❑ A county that provides customers with quality programs and services
- ❑ A county that provides cost-effective services delivered with competence and skill

Adopted Recommendations



- By April 15th of this year, each Department will submit a 3-year Strategic Plan (2014-2016) (Baker Tilly/Steering Committee recommendation)
- Departments will provide an annual progress report and any updates to its 3-year plan (Baker Tilly and Steering Committee recommendation)
- Each Department shall perform environmental scan as needed, but at least every three years (Steering Committee recommendation)
- The County will maintain a webpage dedicated to strategic planning where each Department's plan will be posted annually (Baker Tilly recommendation)

Adopted Recommendations



- ❑ Measure data by using an annual employee survey to measure goals (Baker Tilly/Steering Committee recommendation)
- ❑ Develop a schedule for updating our Countywide Strategic Planning process by utilizing stakeholder input through focus groups or surveys (Baker Tilly recommendation)
- ❑ Establish the Strategic Planning Steering Committee as a permanent body to ensure constant evolution of the Strategic Planning process (Steering Committee recommendation)
- ❑ Add a Strategic Planning component to annual employee reviews (Baker Tilly recommendation)

Adopted Recommendations



- ❑ Create a mentorship program within the County (Professional Dev. workgroup recommendation)
- ❑ Create a training database so each employee may track his or her own professional development (Professional Dev. workgroup recommendation)
- ❑ Upgrade the County's internet website (Communications workgroup recommendation)
- ❑ Develop a methodology to receive employee feedback; EX: e-suggestion box (Communications workgroup recommendation)
- ❑ Incorporate Strategic Planning and County Values into the New Employee Orientation (Communications workgroup recommendation)
- ❑ Create a tiered-rewards and recognition program (Rewards and Rec. workgroup recommendation)

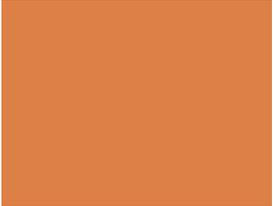
A horizontal banner with a blue background and a white text area. The text "Annual Employee Survey" is written in a white, sans-serif font. To the left of the text is a solid orange square.

Annual Employee Survey

Annual Employee Survey



- Annual Survey of Employees will be held in November of each year beginning in 2014
- Provide measurable data to analyze whether or not we are meeting our internal goals and key strategic departmental objectives
- Compare data overtime by selecting a handful of questions to be repeated each year
- Hold Department Heads, Managers and Supervisors accountable for results



New Departmental Objectives

Each Department will incorporate four new, shared and measurable objectives into its plan addressing our employee and consultant identified short comings head-on

New Departmental Objectives



Understanding Strategic Planning:

Objective 1: Effectively integrate strategic goals and objectives into the annual County budget process, staff goals and performance evaluations.

- ▣ **Performance Measure:** Through the annual employee survey, ensure that a minimum of 80% of Department staff understands how their work and assigned goals directly contribute to the overall success of the County in meeting its key strategic priorities.

New Departmental Objectives

Communication:

Objective 2: Develop internal strategies to improve communications within and between County Departments

- ▣ **Performance Measure:** Each Department shall have at least one shared objective with another County Department.
- ▣ **Performance Measure:** Each Department shall have a communication plan on paper and strategy to communicate important information to employees.
- ▣ **Performance Measure:** Through the annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively: “I agree that information and knowledge are shared openly within my department.”

New Departmental Objectives



Professional Development:

Objective 3: Ensure that Department employees have a training plan established to provide professional development and to deliver services with competence and skill.

- ▣ **Performance Measure:** Through the annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively:
“During my annual performance evaluation with my direct supervisor, I discussed my training needs and opportunities for professional development.”

New Departmental Objectives

Reward and Recognition:

Objective 4: Facilitate a work environment that rewards and recognizes employees that exemplify Waukesha County Core Values.

- ▣ **Performance Measure:** Through the annual employee survey, ensure that a minimum of 80% of Department staff understand the County Core Values.
- ▣ **Performance Measure:** Through the annual employee survey, ensure that a minimum of 80% of Department staff have answered the following statement affirmatively: “I agree that I can be recognized for extra effort while demonstrating the County Core Values.”

Yearly Strategic Planning: Key Dates



SP Plans due to Co Exec	April 15, 2014
Plans reviewed by Exec	May 1, 2014
Departmental SP's on web	May 15, 2014
Budget Kick-off	June (First Week) 2014
Individual Budgets due to DOA	Summer 2014
Annual Employee Survey	November 2014

What is MY Next Step?

- 2014-2016 Departmental Strategic Plans are due into the County Executive's Office by April 15th
 - Format remains the same as previous plans (for now)
 - Add the four new objectives (the 80% ers)
 - Identify at least one objective to be shared with another Department
 - Consider an environmental scan or survey of stakeholders
 - Analyze your current plans and review it for day-to-day operational items that are not strategic in nature
 - Think about how you will communicate this information to your employees and coworkers

What's Next?



- The SPSC will be available to assist individual Departments with updating its own Strategic Plans

- Moving forward the SPSC will examine:
 - ▣ Strategic Planning formats
 - ▣ Dashboarding of data
 - ▣ Executive summaries of all Departmental plans
 - ▣ Annual progress reports



Questions?



Thank You!