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MINNESOTA DEPARTMENT OF  
TRADE AND ECONOMIC DEVELOPMENT

STRATEGIC PLAN

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DEPARTMENT OF TRADE AND ECONOMIC DEVELOPMENT

STRATEGIC PLAN

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## THE DEPARTMENT OF TRADE AND ECONOMIC DEVELOPMENT

### STRATEGIC PLAN

#### INTRODUCTION: MANAGING ORGANIZATIONAL TRANSITION

In December 1986, the department began a period of transition, reflecting a change in leadership and changes made by the 1987 Legislature. New laws called for transfer of several responsibilities to the department, including the Trade Office, Environmental Resources and Main Street programs, the Washington office, the Waste Water Treatment Revolving Loan Program, Community Improvement, Minnesota Beautiful, and the Governor's Design Team.

At the same time, the legislature eliminated some of the department's responsibilities, including the bio-medical, bio-technology and software units, the Governor's Council on Rural Development, the Financial Management Division and the Minnesota Energy and Economic Development Authority and its loan programs, while the Energy Division was transferred to another agency.

The legislature also created new responsibilities and assigned them to the department, including Celebrate Minnesota 1990, the Committee on Science and Technology, the Council on Technology for Persons with Disabilities, the Public Facilities Authority, the Rural Development Board and the Minnesota Council on Quality. In addition, the Governor assigned the Minnesota Amateur Sports Commission to the department.

Finally, the department was renamed the Department of Trade and Economic Development.

This unprecedented number of changes and the concurrent change in department leadership created a need to reexamine the total mission of the department, to build confidence in the new leadership and task, and to establish momentum.

An all-out agency-wide planning effort seemed the obvious answer. Three internal strategies were identified: (1) A series of department-wide organizational planning activities were designed, starting with the division heads (executive team) and including all staff; (2) the Q-Sort sought to solicit from staff an assessment of the environmental strengths and weaknesses that needed consideration in the planning process; and (3) realignment within the divisions was begun to incorporate new and changed responsibilities.

#### IDENTIFYING HIGH-PRIORITY AREAS

In June 1987, the executive team met to begin implementation of its new legislative mandates. Discussion of transition issues led to the beginning of a draft of mission statement

components and of a client analysis. In subsequent meetings in August and November 1987, the executive team completed the mission statement and the client analysis, and began a strategic planning process. The Management Analysis Division of the Department of Administration was hired to design and manage the planning process.

### THE DEPARTMENT

With an approved complement of 228.2 positions, the Department of Trade and Economic Development (DTED) is an economic development agency with development activities which are catalysts to the continued vitality and viability of the state's economy.

### ROLE AND PURPOSE

DTED is the lead agency in state government's commitment to be a catalyst in the development of a balanced and competitive state-wide economy through partnerships with industry, communities, agriculture, labor and education.

Based upon an understanding of regional and structural economic strengths, DTED develops and implements policies and programs that create a favorable environment for economic development.

### CLIENTS

We serve communities, the commercial, industrial, and agricultural sectors and consumers in meeting shared goals for economic development in our domestic and international markets, in collaboration with the Minnesota legislature and the executive branch of state government.

### SERVICES

This agency identifies issues and opportunities, and develops policies, partnerships, programs, and implementation strategies to promote economic development of the state through diversification and maximum use of resources in domestic and international markets.

Direct services and functions provided include marketing, technical and financial assistance, and gathering, analyzing, and disseminating economic and market data as a public information clearinghouse.

### OPERATING PHILOSOPHY

DTED

Ensures--through a coordinated team approach--that all department services are responsive, timely, high quality, and understandable to our consumers.

**DTED**

Serves as the key public agency for the formulation and implementation of a comprehensive long-term state strategy for global competitiveness.

**DTED**

Promotes and markets Minnesota's strengths through partnerships with local communities, the private sector, and other government agencies.

**THE DIVISION/MISSIONS**

The Department of Trade and Economic Development has seven divisions that carry out its mandate.

**Administration Division:** To provide centralized direction for the department's operations. This includes departmental management, policy development, communications, and all fiscal, personnel, coordination and planning activities of the department.

**Business Promotion and Technical Assistance Division:** To provide business information and technical assistance, and to develop and administer long and short-term business promotion and retention strategies.

**Community Development Division:** To provide business development assistance to communities through grants, loans, and technical assistance.

**Policy Analysis Office:** To develop strategies and disseminate information that promotes economic growth in Minnesota; and to analyze economic development programs and projects to insure that state resources are directed toward their most productive use.

**Office of Science and Technology:** To initiate and coordinate Minnesota's economic development programs in science and technology and to broaden the state's support for scientific and technological development through cooperative efforts in order to promote the efficient and effective use of the state's resources.

**Minnesota Office of Tourism:** To market Minnesota's products and services that relate to travel, to maintain and increase the gross sales of Minnesota travel businesses, and to be responsive to Minnesota's community, business and consumer needs as they relate to tourism.

**Minnesota Trade Office:** To promote, assist and help develop exports and reverse investments that have a positive impact on the Minnesota economy.

## DEPARTMENT HISTORY

The department's organization and mission have changed frequently as knowledge of the state's economic development needs has expanded and the understanding of the role of government in development has continued to evolve during the past 40 years. The department's mission, as determined by the executive team in its 1987 planning sessions, is on the next page.

**DEPARTMENT OF TRADE AND ECONOMIC DEVELOPMENT  
HISTORY**

BUSINESS DEVELOPMENT (short term)			ECONOMIC DEVELOPMENT (long term)				CONSOLIDATION	EXPANSION AND REDEFINING				
Mid 40s	55	57	60s	67	72	78	81		83	85	86	1987
DEPARTMENT OF BUSINESS DEVELOPMENT			DEPARTMENT OF ECONOMIC DEVELOPMENT				DEPARTMENT OF PLANNING ENERGY DEVELOPMENT	DEPT OF ENERGY AND ECONOMIC DEVELOPMENT	DEPT OF TRADE AND ECONOMIC DEVELOPMENT			
40S Resources compiled Post-war council Tourist Bureau Enforcement of Fair Trade			60s Regulatory out;Economic Development more in vogue, Broader accpe				81 Merge Depart. of Energy, Planning and Development	83 DEED planning				
40S "Protect Business interests , coordinate			60s Anti Business Climate stimulate economic growth directly and liaison				81 Multi-purpose dept.: Planning, Economic dev. energy, research info gone	83 # into Tourism;Trade				
45 Research industry			60s Fed level: Passive---vigorous Short term--long term Direct--indirect				81-83 Major Recession	83-85 OST				
55 Establish grassroots			72 SPA leap					85 Fight for DEED life				
			72-78 50-60 people -individ. development area -Research -International trade -Tourism -Information				Economy was cause: No money; Consolidate	85-87 Trade in--Energy out				
			78 # & resources, 1st Perpich Administration				81-83 Agriculture: "Cyclical intervention won't do it"	85-87 GMC				
								85-87 Fundamental shift: Proactive				
								87 Desire for government distance				
								87 Research				

## THE PLANNING PROCESS

At the November 1987 meeting of the executive team, the actual planning process was begun, with the identification of long-range objectives, the beginning of a department-wide process of plan development. Four basic guidelines were established:

1. The process would be an open system, involving all department staff.
2. The plan would be grounded in experience and empirical evidence, as opposed to theory and ideology.
3. The plan would build on existing agency structures, practices and assets.
4. Only selected themes of agency-wide significance would be targeted for inclusion. No attempt would be made to impose action planning on every department activity or to dictate the process to be used by everyone in the agency.

## THE APPROACH

The approach used to produce this plan was based on the assumption that the expertise, experience and motivation to resolve the issues facing the Department of Trade and Economic Development are to be found within the organization itself. The process was designed for maximum utilization of the people of the department, to strengthen effective implementation of the results.

## ACTION PLANS

An action plan is a preview of the future: it represents the best of what should be done. An overriding concern was that the plan be dynamic, one that would carry through the transition period and into the future. Since the current view of what should be done may change with the passage of time, plan implementation was to be viewed as the beginning of action, not the end.

## PROCESS COMPONENTS

In the end, the planning process consisted of seven components:

- o development of a mission statement
- o establishment of three-year objectives
- o administration of an all-staff cultural assessment tool
- o analysis of issues, strengths and weaknesses
- o all-staff input into one-year strategies
- o development of objectives and milestones
- o implementation with oversight and support



### PUTTING THE PLAN INTO ACTION

The final plan includes objectives and milestones developed by each division to implement the department-wide one-year objectives. Without such implementation, even the most carefully developed plan -- one arrived at through careful consensus building -- would lack meaning.

The results of the Q-Sort were reported to each division, identifying its specific issues. The divisions then generated objectives that address the Q-Sort issues and the department-wide strategies.

THE DEPARTMENT  
OF  
TRADE AND ECONOMIC DEVELOPMENT

STRATEGIC PLANNING PROCESS

THE PRACTICAL VISION: THREE YEAR OBJECTIVES

FOCUS QUESTION: WHAT ARE THE RESULTS WE WANT  
TO HAVE IN PLACE IN THIS DEPARTMENT IN  
THREE YEARS?

"We anticipate more or less clearly  
our entire future at every moment."

Jose Ortega y Gasset

DTED

**PRACTICAL VISION  
3-YEAR OBJECTIVES**

November 2 - 3, 1987  
Wilder

BROAD-BASED CONSTITUENT INVOLVEMENT			BALANCED, COMPETITIVE STATEWIDE ECONOMIC STRATEGIES			ESTABLISHED DEPT. PRESENCE
High-Impact Programs	Policy and Information Clearinghouse	Competitive Sales Edge	Highest Quality Responsiveness	Statewide Economic Strategy	Management Consensus Consistency Coordination	Strong Constituency
Communica- tion and Information Programs	Community Analysis & Assistance	Maximum Direct Sales	Highest Quality Customer Service	Coordinated Rural Strategy	Consistent Management Standards	Strong Community Business Support
				Comprehensive Statewide Tourism Strategy	Clear, Workable Administrative Process	
Development Boards and Councils Coordi- nation	State Economic Data Resource	Establish Competitive Edge	Accessible to Clients/ Consumers	Comprehensive Implemented Development Strategy	Consistent External/ Internal Communication	Strong Legislative Support
				Bus. & Govt. Linked In Creative Prac.Partner.	Division/Team Management Consensus	
	Economic/ Market Information Center	Effective Interna- tional Network	Responsive Innovative Effectively Delivered Service	International Business Community	Stable, Motivated Work Force	
Financial and Analytic Services	Statewide Policy Maker	Industry Specialists Strategy	High Quality Information	Clear Public Understanding of Economy	Anticipation of & Adaptation to Change	Positive Perception of Department, Internally & Externally
				Minnesota: A Quality State		

Seven department-wide objectives were set by the executive team as the focus for the next three years. Each objective was considered for its potential to increase effectiveness department wide. The seven objectives were organized into three groups.

## I. CREATING BROAD BASED CONSTITUENT PROGRAMS

Through:

### A. High Impact Programs

#### Business Promotion

Star Cities

Main Street Program

Business Retention

Publications

Amateur Sports

Community Improvement Program

Celebrate Minnesota 1990

Governor's Design Team

#### Policy Analysis

Minnesota Council for Quality

Economic Profile

Location Fit Analysis

Economic Report to the Governor

Commerce Initiative

#### Office of Tourism

Advertising

Publications Program

Joint Venture Publications

#### Office of Science & Technology

NASA Link

Technology for People with Disabilities

Commerce Initiatives

State Technology Programs in the U.S.

Directory of Technology Councils

International Technical Innovation & Entrepreneurship Symposium

#### Trade Office

Education Programs

Minnesota Export & Finance Authority

International Trade Network

Public/Private Partnerships

#### Administration

Legislative Relations

Public Relations

Publications Coordination

### Community Development

Small Cities Development Program  
Rural Development Board  
Public Facilities Authority  
Outdoor Recreation Grant Program  
Economic Recovery Fund  
Development Loan and Bond Programs  
Celebrate Minnesota 1990: Special Projects

- B. Policy and Information Clearinghouse
  - 1. Community Analysis and Assistance
  - 2. State Economic Data Resource
  - 3. Economic/Market Information Center
  - 4. State-wide Policy Maker
- C. Establishing a Competitive Sales Edge
  - 1. Maximum Direct Sales
  - 2. Competitive Edge Program Establishment
  - 3. Forming an Effective International Network
  - 4. Maintaining Industry Specialists

## II. ESTABLISHING BALANCED, COMPETITIVE STATEWIDE ECONOMIC STRATEGIES

Through:

- D.
  - 1. Highest Quality Customer Responsiveness
  - 2. Accessible to Clients/consumers
  - 3. Responsive, Innovative, Effectively Delivered Service
  - 4. High Quality Information
- E. Designing a State-wide Economic Strategy
  - 1. Coordinated Rural Strategy
  - 2. Comprehensive Statewide Tourism Strategy
  - 3. Comprehensive Implemented Development Strategy
  - 4. Business and Government Linked in Creative Practical Partnership
  - 5. Internationalizing the Business Community
  - 6. Public Understanding of the Economy
  - 7. Minnesota "A Quality State"
- F. Management Consensus, Consistency and Coordination
  - 1. Consistent Management Standards
  - 2. Clear, Workable Administrative Process
  - 3. Consistent External/Internal Communication
  - 4. Division/Team Management Consensus
  - 5. Stable, Motivated Work Force
  - 6. Anticipation and Adaptation to Change

## III. ESTABLISHED DEPARTMENT PRESENCE

Through:

- G. Building a Strong Constituency
  - 1. Strong Community/Business Support
  - 2. Strong Legislative Support
  - 3. Positive Perception of Department Internally and Externally



THE DEPARTMENT  
OF  
TRADE AND ECONOMIC DEVELOPMENT

STRATEGIC PLANNING PROCESS

ISSUE ANALYSIS

FOCUS QUESTIONS: WHAT ARE THE MAJOR OBSTACLES TO  
SUCCESSFULLY IMPLEMENTING THE THREE YEAR OBJECTIVES?

"In a real sense problems do not exist.  
They are abstractions from real situations.  
The real situations from which they are  
abstracted are messes. A mess is a system  
of interacting problems. Planning should  
be concerned with messes -- not problems."

Russell Ackoff

Major organizational change such as that in DTED creates many different reactions. Increased rigidity, decreased communication, lessened commitment to the organization and disproportionate diversion of energy to transition issues are reported nationally as common responses.

DTED management considered the effect of such reactions on morale and work effectiveness as part of their planning analysis. The Q-Sort assessment tool was used to identify additional issues specific to each division, with all staff asked to provide input. About 85 percent of the department staff participated.

### ISSUE ANALYSIS

The executive team identified five major issues as requiring department-wide attention. The issues and their effects on the work environment are:

Unclear departmental identity: Yields protecting one's interest vs. department goals, muddled policy making, diffusion of goals, rigid approach to the task, inability to set standards and measures.

Little consensus on task: Yields confusion on approaches to accomplish the task, turf protection internally and with other agencies, unfocused strategies, inability to match services with customer needs.

Historically unrealistic expectations: Yields unrealistic view of constituencies, clinging to outdated programs and practices, lack of trust, respect and confidence from others.

Continual organizational changes: Yields short-term vs long-term thinking, unrealistic expectations, loss of ownership and commitment to programs, sporadic and fragmented programming and siege mentality.

Inadequate internal communications: Yields poor use of existing information, limited ability to serve customers, ineffective use of existing people and resources.

## Q-SORT ALL-STAFF ISSUE IDENTIFICATION

All divisions and work units had the opportunity to provide input to the commissioner and the executive team regarding conditions they felt required remedial action.

The Q-Sort methodology presented each participant with sixty questions in six areas: communication, operations and procedures, organizational effectiveness, process management, team management and work group effectiveness. Participant's responses were anonymous with an optional work unit identification requested.

Eleven issues were identified as department-wide problems. The issues were included in the discussion of directors and the executive team as strategies were developed. Issues specific to each division were addressed in creating their annual work plans.

There is a high degree of overlap between the two sets of issues, reflecting consensus of both staff and management in several areas.

### Communications:

Inadequate feedback on performance - even minimum state requirements were not being met in some cases.

Fragmented communications between divisions and offices has resulted in confusion and misunderstanding regarding services, clients, and activities of the department.

Little involvement of staff in decision making has resulted in frustrated professional staff and lack of confidence in new initiatives proposed.

### Operations and procedures:

Work units have functioned independently of each other, resulting in misunderstandings, duplication and ineffective coordination of programs and activities.

Ineffective communication of policies and procedures have resulted in delays in fiscal, personnel, budgetary and program matters.

### Organizational effectiveness:

Unclear division and office roles and responsibilities have caused duplication and loss of productivity.

Understaffing is an anticipated problem if the requests for service increase as expected.

Process management:

Inadequate timelines stemming from supervisors and managers not understanding work issues and problems has resulted in loss of quality work and conflict with other work units.

Few standardized procedures exist to determine the effectiveness of programs administered by the department.

Management team effectiveness:

An unclear department mission and future have created uncertainty about which clients to serve and what services to provide.

Work group effectiveness:

No issues were identified in this domain.

THE DEPARTMENT  
OF  
TRADE AND ECONOMIC DEVELOPMENT

STRATEGIC PLANNING PROCESS

ONE YEAR STRATEGIES

FOCUS QUESTION: WHAT ARE THE STRATEGIES  
THAT WILL ADDRESS THE ISSUES AND IMPLEMENT  
THE THREE YEAR OBJECTIVES IN THE NEXT YEAR?

"The solution to a mess is not equal to the sum of the solutions to its parts. The solution to its parts should be derived from a solution to the whole --- not vice versa. The question of priorities is misleading. All messes should be dealt with simultaneously and interactively."

Russell Ackoff



DTED

December 8, 1987

## ONE YEAR STRATEGIES

POSITIVE IDENTITY I	DEPARTMENT WIDE QUALITY PROGRAM II	CUSTOMER SATISFACTION III	MISSION AND PURPOSE IV	MANAGEMENT PRACTICES V	INTERDIVISIONAL COOPERATION VI
Uniform External Communication Strategy 1	Process Flow Analysis 4	Competitive Edge Programs 7 Evaluate/Report Customer Satisfaction 8	Statement of Guiding Principles 12 Know Purpose, Process Environment 13 Integrate Mission Divisionally 14 Department History 15	Establish New Mtg. Process/ Program 16 Stabilize Org.. Relationships 17 Organize All-- Department Events 18 Define Planning Role of Directors 19 Positive Management Style 20	Encourage Cooperative Projects 21 Mutually Beneficial Interdiv. Proj. 22 Consolidated Quality Office Loc. and Space 23 Internal Communication Program 24
Understanding On External Message 2	Performance Measures to Determine Success 5	Maximize Direct Market Sales 9 Long Term Leg. Communic. Program 10 High Quality Customer Service 11			
Service Driven Educational Program for Staff 3	Improved Performance Feedback 6				

## DEPARTMENT-WIDE ONE YEAR STRATEGIES

In December, 1987, the three year objectives, the mission statement and both sets of issues were presented at an all staff meeting for further comment. Directors were asked to suggest ideas that would resolve some of the problems identified. The six strategies for 1988/89 that were identified by the executive team utilized this input.

Implementation teams have been assigned to oversee the coordination of the six strategies. The strategies are:

### POSITIVE IDENTITY

To develop a positive identity internally and externally through a coordinated, high quality series of publications; communications which utilize common logos, images and messages about the services of the department to its' clients/customers; and training staff to be service driven.

### DEPARTMENT-WIDE QUALITY

To initiate a department-wide system of quality improvement through employing tools such as process flow analysis; identifying performance measures and establishing evaluation mechanisms within all programs; and improving performance feedback through recognition events, quality measures in position descriptions, regular performance evaluations.

### CUSTOMER SATISFACTION

To improve customer satisfaction through the development of programs that give Minnesota a competitive edge with its customers; through evaluating and reporting on customer satisfaction issues; maximizing direct market sales; developing a long term legislative communication strategy; and providing high quality customer service.

### MISSION AND PURPOSE

To clarify the mission and purpose of the department through activities such as regular use of the mission statement, rehearsing the history of accomplishments over time, all of which promote employee identification and commitment to the mission of the department, service values and principles, and provide a productive work environment.

### MANAGEMENT PRACTICES

To create cohesive management practices through improved meeting practices, developing a cohesive management team and management system, creating all-department events that promote staff pride and well-being, defining the role of the directors in the planning process clearly, and a positive management style.

### INTERDIVISIONAL COOPERATION

To create a pattern of interdivisional cooperation through cooperative projects, interdivisional projects that are mutually beneficial, moving toward consolidated quality office location and space, and through improving the communication mechanisms internally.

THE DEPARTMENT  
OF  
TRADE AND ECONOMIC DEVELOPMENT

STRATEGIC PLANNING PROCESS

THE IMPLEMENTATION PLAN

FOCUS QUESTION: WHAT ARE THE DIVISION OBJECTIVES  
AND MILESTONES THAT WILL LAUNCH  
THE PLAN IN EVERY DIVISION?

"The future depends more on what we do  
between now and then than it does on what has  
happened up to now. The thing to do with the  
future is not to forecast it but to create it.  
The objective of planning should be to design a  
desirable future and to invent ways to bring it about.

Russell Ackoff

# **ADMINISTRATION**

## ADMINISTRATION

### Commissioner's Office

#### DEPARTMENT WIDE QUALITY

##### Implementation Brief

#### OBJECTIVE:

To monitor the implementation of divisional and work unit goals in order to ensure that progress is being made toward accomplishing agency-wide objectives.

#### MILESTONES:

Require annual work plans for each division with identification of measurable milestones which can be used as part of the individual performance review process. [Jayne]

#### MISSION AND PURPOSE

##### Implementation Brief

#### OBJECTIVE:

To write a Commissioner's Office mission statement which clarifies the expectations and priorities of that office. [Jayne]

#### MANAGEMENT PRACTICES

##### Implementation Brief

#### OBJECTIVE:

To increase the opportunities for staff participation at appropriate levels of the decision-making process in order to expand the development of ownership and responsibility for implementing departmental policies and programs.

#### MILESTONES:

Division heads will implement regular (weekly/ bi-weekly) work unit schedules, submit agendas and monthly reports on meeting content staff issues, and feedback from employees to the Commissioner's Office. [Jayne]



## INTERDIVISIONAL COOPERATION

### Implementation Brief

#### OBJECTIVE:

To improve the management of departmental programs by providing processes that will facilitate the identification of clear and measurable program objectives.

#### MILESTONES:

1. Initiate strategic planning process.
2. Identification of six (6) interdivisional strategy implementation teams.
3. Establish meeting schedule for progress teams.
4. Institute quarterly progress reports from teams on implementation progress.
5. Establish management team working session to review effectiveness of implementation team efforts.  
(Jayne)

## Office Services

### POSITIVE IDENTITY

#### OBJECTIVE #1:

Develop procedures manual to provide consistency and clarity for our staff.

#### MILESTONES:

1. Remove outdated information.
2. Identify gaps in procedures. [Jamie, Brooke]
3. Design appropriate new procedures. [Jamie, Brooke]

#### OBJECTIVE #2:

Improve reception back up system.

#### MILESTONES:

1. Coordinate and update phone procedures with new department-wide policy.
2. Periodic review.
3. Training for back-up staff. (Within 3 months of completion of procedures)

### DEPARTMENT WIDE QUALITY PROGRAM

#### Implementation Brief

#### OBJECTIVE:

Improve package delivery system.

#### MILESTONES:

1. Target agent who provides poor service. [Jamie, Xia]
2. Develop corrective actions and policy in tandem with Fiscal Services. [Jamie, Xia, Brooke]
3. Take action. [Jamie, Xia]
4. Evaluate effectiveness and revise policy as needed.

## **CUSTOMER SATISFACTION**

### **Implementation Brief**

#### **OBJECTIVE:**

Improve reference for reception system.

#### **MILESTONES:**

1. Gather information and check for accuracy. [Jamie]
2. Educate ourselves on department programs and topics. [All office services staff]
3. Research possibility of computerizing directory listings, programs and publications.

## **MISSION AND PURPOSE**

### **Implementation Brief**

#### **OBJECTIVE:**

Devise a statement of purpose for Office Services in collaboration with the rest of the Administration Division. [Brooke]

## **MANAGEMENT PRACTICES**

### **Implementation Brief**

#### **OBJECTIVE:**

Clearly identify responsibilities.

#### **MILESTONES:**

1. Clear delineation of tasks. [Brooke, each employee]
2. Establish back-up procedures and make sure all our staff are aware of them.
3. Hold regular meetings.

## **INTERDIVISIONAL COOPERATION**

### **Implementation Brief**

#### **OBJECTIVE:**

Acknowledge/recognize cooperation of other divisions. [All staff]

## Fiscal Services

### POSITIVE IDENTITY

#### Implementation Brief

##### OBJECTIVE:

Survey

##### MILESTONES:

1. Meet with Policy Analysis staff for assistance.  
(Mary Ellen Dow to meet with Dan Quillin.)
2. Discuss at Fiscal staff meeting and develop outline.
3. Complete final version, obtain approval.
4. Print and administer survey.
5. Analysis and conclusion of survey.
6. Planning and development of new objective(s).

### DEPARTMENT WIDE QUALITY

#### Implementation Brief

##### OBJECTIVE:

To develop a fiscal procedure manual.

##### MILESTONES:

1. To select topic areas:
  - a. Travel
  - b. Contracts
  - c. Purchasing
2. To select coordinators for each topic area:
  - a. Travel - Judy Charron
  - b. Contracts - Cindy Salscheider
  - c. Purchasing - Kari Bortz
3. To set deadlines for final draft and approval by appropriate personnel of each topic area:
  - a. Travel
  - b. Contracts
  - c. Purchasing

4. To pool information and review at weekly staff meetings.
5. To disseminate to divisions.
6. To train on topic area.

## **CUSTOMER SATISFACTION**

### **Implementation Brief**

#### **OBJECTIVE:**

Targeted Training - Minnesota Trade Office

#### **MILESTONES:**

1. Determine problem areas
2. Training dates negotiated with MTO
3. Review critical areas
4. Conduct training for identified areas
5. Follow up with further discussion to determine progress and determine further training



Personnel Services

**POSITIVE IDENTITY**

**Implementation Brief**

**OBJECTIVE:**

New Employee Orientation Program

**MILESTONES:**

1. To develop program parameters, agenda, and appropriate materials. [Mary Oman]
2. Prepare presentation to coincide with program objectives. [Mary Oman]
3. Secure input from Division Heads/Office Directors. [Beth Arntson]
4. Finalize program and make logistical arrangements with materials organized into packets. [Mary Oman]
5. First session is scheduled to be presented. [Mary Oman]

**DEPARTMENT WIDE QUALITY PROGRAM**

**Implementation Brief**

**OBJECTIVE:**

Conduct a process flow analysis to include review of internal forms, process, and systems for efficiency and effectiveness.

**MILESTONES:**

1. To evaluate current process and systems and develop plan for review with priorities. [All staff]

Examples for review:

- Position Action Request Form
- Form letters to notify supervisors of upcoming actions
- Forms and form letters to gather information on a timely basis
- Internal filing and tracking systems
- Payroll processes

2. Develop new and revised and/or eliminate ineffective systems and processes. [All staff] Individual processes will be implemented as completed in line with priorities established in above plan.
3. Document, secure input and communicate to managers as applicable. [All staff]

## **MANAGEMENT PRACTICES**

### Implementation Brief

#### OBJECTIVE #1:

To develop proposals and recommendations for methods of employee recognition through organized departmental events.

#### MILESTONES:

1. Develop a proposal listing options for a DTED length of service (LOS) awards program [Beth Arntson]
2. Secure feedback from top management regarding option preferences. [Beth Arntson]
3. Initiate necessary actions for presentation of LOS awards. [Beth Arntson, with assistance]
4. Determine administrative processes necessary to ensure ongoing coordination and communication [All staff]
5. Participate in the development of options for expanding recognition program beyond length of service awards.

#### OBJECTIVE #2:

Develop operating policy and procedure manual covering personnel topics for supervisory use.

#### MILESTONES:

1. Develop format for manual including proposed table of contents and determine priorities for development. [Beth Arntson]
2. Develop individual policies and procedures in line with priorities established. [Beth Arntson with assistance]
3. Develop process to secure necessary input of Division Heads/Office Directors and employees as appropriate. [Beth Arntson]

(This objective will be done in conjunction with appropriate elements of process flow analysis objective under Department-wide Quality Program).

Communications Office

POSITIVE IDENTITY

OBJECTIVE:

Create a uniform look in external communications pieces by having all projects funneled through the Communications Office. [All]

MILESTONES:

Develop quality and style standards. [VP,BY]

Regardless of size, all projects will be handled in a friendly, efficient manner. [All]

OBJECTIVE:

Develop Graphics Standards Manual. [VP,SB]

MILESTONES:

Develop contents outline [VP,SB]

Design manual [SB]

Desktop Publish [JS]

Distribute at usage seminar [BY]

OBJECTIVE:

Distribute Resource Minnesota

Distribute copies to division directors and DTED employees.

Complete follow-up calls to directors to offer more copies. [VP]

Mail to cities, chambers of commerce, legislators, foundations and Jim Lushine's mailing lists. [JB]

Send letters to directors with directions for making changes to reprint. [VP]

Second edition published and distribution started. [VP]

## DEPARTMENT WIDE QUALITY

### OBJECTIVE:

Educate users of services offered by the Communications Office.  
[All]

### MILESTONES:

Conduct a Commissioner's Luncheon on design, writing, editing, desktop publishing and other services available from the Communications Office.  
[All]

Produce a manual on desktop publishing that will help users prepare copy properly. [JS]

Set up a system to identify production schedules for publication projects. Determine the best method for distributing production schedules to appropriate people. [SB,VP,BY]

Work with various DTED divisions to continue making them aware of services available from the Communications Office.

### OBJECTIVE:

Establish a universal DTED publication style and smooth operation in Communications Office. [All]

### MILESTONES:

Establish consistent editing standards.

Establish efficient proofreading system.

Estimate project time lines and inform clients of expected turnarounds. [All]

## CUSTOMER SATISFACTION

### OBJECTIVE:

Make it clear who is working on what project, and who is responsible for each component of the various projects. [BY]

### MILESTONES:

Use staff meetings to identify who is responsible for various aspects of a project. [BY]

Be receptive and helpful to people who come to our office for assistance. [All]

Assess the procedure after a project is completed to see what worked and what didn't. [All]

Establish a more efficient process and avoid making the same mistakes twice. [All]

## **MISSION AND PURPOSE**

### **OBJECTIVE:**

Monitor all departmental communications efforts--publications, advertising, news releases, etc. to ensure that a consistent message is being presented.

### **MILESTONES:**

Discuss values, special concerns and administrative goals during staff meetings so that all Communications Office staff are aware of special communications concerns. [All]

Ensure that copy in new publications is consistent with program information presented in departmental publications already produced. [All]

## **MANAGEMENT PRACTICES**

### **OBJECTIVE:**

Conduct weekly staff meetings to discuss upcoming projects, to offer activity reports and to monitor performance on all projects. [BY]

### **MILESTONES:**

Discuss completed projects to determine how the process could have been made easier. [All]

Discuss current projects; make assignments for all components; determine production schedules, etc. [All]

Discuss upcoming projects; determine purpose; identify audience; consider distribution methods. [All]

Discuss overall communications plan and how DTED can be positioned with media, legislators, the public and other "customers." [BY]

Discuss ways to improve internal communications, methods for being service-driven, ways office staff can work together better, etc.

OBJECTIVE:

Meet with representatives of the State Printers Office to improve relationship between our two offices; to solve typesetting and keylining issues; to make our demands for quality clear, etc.

MILESTONES:

Determine whether State Printers can legally insist that they do keylining and typesetting and see whether they can continue to prohibit contract designer from doing such. [BY,VP]

Meet with Attorney General representative to improve contracts with advertising agency and design firm. Use specific language. Ensure that all services are included so contracts don't have to be amended. [BY,VP]

Return any publications that do not meet our standards for quality to State Printers. [VP]

OBJECTIVE:

Establish a Communications Office filing system that contains a complete assortment of DTED publications, documents, requisitions, speeches, etc. [JB]

MILESTONES:

Determine what should be included in files.  
Have filing system operational. [JB]

**INTERDIVISIONAL COOPERATION**

OBJECTIVE:

Implement efficient, timely, organized process for proposal development.

MILESTONES:

Establish weekly meeting with those involved. [BY,SD]

Determine project manager (differs with project). [BY,SD]

Set timeline for Communications Office editing and desktop publishing. [BY,SD]

Identify project process. [BY,SD,JS]



# **BUSINESS PROMOTION**

BUSINESS PROMOTION & TECHNICAL ASSISTANCE DIVISION  
POSITIVE IDENTITY  
IMPLEMENTATION BRIEF

OBJECTIVE #1:

Improve external communication profile.

- a. Develop an explicit external communication strategy.
- b. Develop a DTED "style sheet", with standards on letterhead uses, memo formats, etc.
- c. Develop a "response policy"; i.e.: within how long messages returned, response/inquiry chain.
- d. Initiate DTED writing program to improve written communication skills.

MILESTONES:

1. Specify and Identify:

Specific goals of entire communications strategy.

Objectives of workshop sessions; i.e.: contents.

Target audience; i.e.: new/old staff;  
management/professional/support staff.

Structure; i.e.: open offerings, office-by-office,  
volunteer, mandatory.

2. Develop an Action Plan:

- Identify resources.
- Implementation timeline.
- Preliminary assignments.
- Expected results (from objectives above).
- Method of evaluation.
- Budgetary considerations.

3. Review Action Plan and Goals:

- With division personnel (sampling).
- With other divisions, if similar initiatives are planned.
- Final assignments.
- Begin implementation (space, speakers, etc.).

4. Hold First Workshop:

- Accomplish entire implementation timeline.
- Form evaluation.
- [Ed, Jerry, John, Terrell]

## DEPARTMENT WIDE QUALITY PROGRAM

### IMPLEMENTATION BRIEF (EVALUATIONS)

#### OBJECTIVE #1:

To develop evaluation methods that measure the appropriateness, effectiveness and efficiency of all programs.

#### MILESTONES:

1. Write a comprehensive listing of all programs in each division, including objectives, key client groups and services delivered.
2. Thereafter, make quarterly reports describing how objectives were met, changes needed.
3. The quarterly reports will be compiled into annual reports describing how our mission statement's objectives were met.  
[Annabelle, Bob, Jane, Jill, Kay]

### IMPLEMENTATION BRIEF INTERNAL COMMUNICATIONS - OPERATIONAL BRIEF)

#### OBJECTIVE #2:

To develop division-wide client services standards and appropriate feedback mechanisms.

#### MILESTONES:

1. Implement a log-in and standardized distribution system to measure our output of responses to clients (make sure we know what goes out the door!).  
[Annabelle, Bob, Jane, Jill, Kay]

### IMPLEMENTATION BRIEF (PROFESSIONAL DEVELOPMENT)

#### OBJECTIVE #3:

To encourage, support, develop and innovate professional development, both administrative and substantive, within the division.

#### MILESTONES:

1. To write a report on existing expenditures for outside training and development.
2. To write a report on what's available through DOER.

3. To identify current policy regarding training and development opportunities as covered in employee contracts, state law and agency policy (Personnel office).
24. To identify extent of membership in professional organizations and educational opportunities therein.
5. Have an informational seminar for employees that covers opportunities available to them in training and development.  
[Annabelle, Bob, Jane, Jill, Kay]

#### **IMPLEMENTATION BRIEF (VOLUNTEERS)**

##### **OBJECTIVE #4:**

To listen to what our clients are telling us and formalize/systematize a way to do this and respond to it.

##### **MILESTONES:**

1. Identify key clientele for each work group.
2. Establish feedback mechanism (i.e. survey, meetings with clientele to gain their insights, focus groups, response cards).  
[Annabelle, Bob, Jane, Jill, Kay]

Note: Recognition of volunteers, assistance with their leadership development, local development skills, etc., is really a part of individual programs, i.e., Minnesota Beautiful or MCIP Awards. Individual programs should look at how they deal with their volunteers. As a committee, we decided "volunteers" in this case of departmental wide quality meant client groups, whether they are volunteers or not.

#### **CUSTOMER SATISFACTION (PROSPECT SERVICING)**

##### **OBJECTIVE #1:**

Twenty-four hour prospect evaluation and initial response.

##### **MILESTONES:**

1. Office directors sample follow through utilizing prospect log.
2. Achieve 70 percent follow through.
3. Achieve 90 percent follow through.  
[Denise, Marlys, Harry, Jim, Bill, Sarah]

**IMPLEMENTATION BRIEF  
(QUALITY CONTROL)**

**OBJECTIVE #2:**

Each office will survey client/prospect monthly to determine customer satisfaction.

**MILESTONES:**

1. Professionals.
2. Administrative staff.  
[Denise, Marlys, Harry, Jim, Bill, Sarah]

**IMPLEMENTATION BRIEF  
(FEEDBACK FROM CUSTOMERS)**

**OBJECTIVE #3:**

See III - Quality Control.  
[Denise, Marlys, Harry, Jim, Bill, Sarah]

**MISSION AND PURPOSE  
IMPLEMENTATION BRIEF**

**OBJECTIVE #1:**

Develop division mission statement.

**MILESTONES:**

1. Appoint team members.
2. Develop draft mission statement which compliments Department's mission statement.
3. Present first draft to division personnel.
4. Incorporate draft changes.
5. Present second draft to division personnel.
6. Complete final document.  
[Team comprised of management, professional, and support staff.]

OBJECTIVE #2:

Promote mission, programs and direction of division with DTED.

MILESTONES:

1. Appoint promotion team.
2. Develop division presentation.
3. Present presentation to division staff.
4. Incorporate division staff suggestions.
5. Meet with each DTED division to explain promotion mission and programs.  
[Inside promotion team comprised of management.]

OBJECTIVE #3:

Promote mission, programs of division to constituents.

MILESTONES:

1. Appoint promotion team.
2. Develop presentation.
3. Present presentation to management and division staff.
4. Incorporate changes.
5. Develop presentation schedule.
6. Present presentation to constituent groups.  
[Outside promotion team comprised of management, professional and support staff]

**MANAGEMENT PRACTICES  
IMPLEMENTATION BRIEF**

OBJECTIVE #1:

Department-wide activities.

MILESTONES:

1. Survey what interests are for activities/suggestions.
2. Board involvement in planning participants.
3. Actual participation from participants/organizers.

4. Occurrence of activity.
5. Summarize the results to determine if the particular activity should be held again, or if there might be something that should be changed or added to make it a better event if held again.  
[Gloria]

OBJECTIVE #2:

Review meeting practices.

MILESTONES:

1. Mandatory division-wide meetings quarterly, or as needed, if the situation warrants.
22. Office/Unit meetings to be held weekly.
3. Major accomplishments of employees or offices should be shared at unit and division meetings.
4. Clerical/management meetings to address issues of concern  
- to meet quarterly.  
[Division committee]

2

OBJECTIVE #3:

Employee morale.

MILESTONES:

1. Implement procedures for clear communication.
2. Implement standard meeting practices, as suggested in Objective #2.  
[Agency committee]

**INTERDIVISIONAL COOPERATION  
IMPLEMENTATION BRIEF**

OBJECTIVES:

1. Identify the major structural and practical barriers to cooperations.
2. Propose possible remedies to barriers.
3. Complete a bibliography of department publications and their audiences and uses. Distribute this list to divisions.
4. Develop service delivering teams rosters for joint service to businesses and communities.

MILESTONES:

1. Implementation of Department-wide activities as mentioned in Objective #1.
2. Implement procedures for clear communications, as mentioned in Objective #2.
3. Implement standard meeting practices, as suggested in Objective #3.  
[Charles, Joyce, Patty, Marianne, Dave]



# **COMMUNITY DEVELOPMENT**

## COMMUNITY DEVELOPMENT

### POSITIVE IDENTITY

#### Implementation Brief

##### OBJECTIVE:

To present division programs and staff in a productive, professional, and cooperative manner.

##### MILESTONES:

1. Implement professional development training for staff (i.e., public speaking, group dynamics, time management, telephone etiquette, writing skills). (Management Team, Mark Lofthus)

## DEPARTMENT WIDE QUALITY

#### Implementation Brief

##### OBJECTIVE:

To deliver a timely, responsive, and cost-effective product line.

##### MILESTONES:

1. Establish/implement internal standards for our response to clientele (timely, courteous, and forthright).
2. Act to resolve negative responses/attitudes discovered in clientele surveys.
3. Develop divisional program materials that are succinct and can be understood by all our clientele.
4. Identify problems with new programs and suggest corrective measures. (Management Team, Program Managers & Staff, Jambois)

## CUSTOMER SATISFACTION

##### OBJECTIVE:

To better understand and meet the needs of our clientele.

#### MILESTONES:

1. Periodically survey clientele about our programs and service delivery.
2. Develop multi-phased marketing tools (slide presentations, workshops, and brochures) that display our products/services.
3. Be realistic with legislators, community and business leaders about what we can and cannot do.
4. Minimize, for the customer, the amount of paperwork/time needed to complete a project.
5. Respond in a prompt, polite and informed manner--"We are here to serve you, not the other way around".  
(Management Team, Program Managers & Staff, Kuhlman)

#### MISSION AND PURPOSE

##### Implementation Brief

#### OBJECTIVE:

To enhance the living, working and recreational environment of the state's citizens.

#### MILESTONES:

Funding of high-quality outdoor recreation, public infrastructure, housing rehabilitation, and commercial and industrial development projects. (Management Team, program managers & staff)

#### MANAGEMENT PRACTICES

##### Implementation Brief

#### OBJECTIVE:

To ensure wise use of program and staff resources to accomplish mission/purpose.

#### MILESTONES:

1. Management should design award incentives to encourage outstanding performance.

2. Recognize importance of accurate position descriptions as the basis for evaluating employee performance.
3. Establish specific performance indicators with the employee to serve as a basis for periodic, less formal employee evaluation.  
(Management Team, Program Managers & Staff, Mocol)

## INTERDIVISIONAL COOPERATION

### Implementation Brief

#### OBJECTIVE:

To improve the working relationship between divisions.

#### MILESTONES:

1. Where possible, share available resources with other divisions.
2. Provide copies of our printed outreach materials to other divisions.  
(Management Team, program managers & staff, Auger)

# **OFFICE OF TOURISM**

## OFFICE OF TOURISM

### POSITIVE IDENTITY

#### Implementation Brief

##### OBJECTIVE:

Develop a service driven educational program for staff in order to improve service to consumers.

##### MILESTONES:

1. Require attendance of all staff at the annual Tourism Conference over a three-year period. (All managers)
2. Provide formal training on the computer system to appropriate staff. Nancy Sheely, Bob Tyler)
3. Provide more information on training and educational opportunities available to staff. (Dick Haskett/Bonnie Richter)
4. Develop an annual training plan for each staff member including courses and familiarization tours. (All managers)
5. Develop an extensive statewide training program for travel counselors, including personal visits to sites and training in direct marketing techniques. (Linda Limback)
6. Survey employees to identify training needs and develop systematic training to meet them. (Dick Haskett)
7. Identify and develop training programs for specific jobs. (Dick Haskett)
8. Institute a word processing exchange. (Deb Kunkel)
9. Develop and institute an employee exchange within Tourism. (Bonnie Richter)

### DEPARTMENT WIDE QUALITY PROGRAM

##### OBJECTIVE:

Develop processes and systems to improve feedback on employee performance in order to increase level of performance and employee participation.

#### MILESTONES:

1. Institute use of a return on investment system to evaluate programs on a program-by-program basis for internal use. (All managers)
2. Develop a process for recognizing contributions by staff on a regular basis at all staff meetings. (Hank Todd/Bonnie Richter)
3. Schedule a meeting for staff to debrief/brainstorm after every major campaign. Discuss what did and did not work, what improvements could be made, and provide individual feedback to all staff who worked on the campaign. (All managers)
4. Schedule ongoing sessions with staff to talk about projects/programs and how they are going. (All managers)
5. Increase the amount of time managers/supervisors spend talking with staff about projects. (All managers)
6. Prepare a report on improved performance feedback and share the report with the Tourism Advisory Committee at an all staff meeting. (Bonnie Richter)
7. Institute studies to relate staff costs to benefits and recommend alternatives. (Hank Todd)

#### **MANAGEMENT PRACTICES**

#### OBJECTIVES:

Establish a new meeting process/program to improve information exchange and increase staff participation.

#### MILESTONES:

1. Schedule more office-wide meetings. (Hank Todd)
2. Establish office-wide flow chart for major projects. (Hank Todd)
3. Develop and implement a reward system for on-time attendance at meetings. (Hank Todd)
4. Schedule a project-of-the-month meeting for presentation and discussion. (Bonnie Richter)

5. Develop a system for all units to keep others informed of pertinent information. (Bonnie Richter)
6. Discuss individual projects that are significant in unit staff meetings. (All managers/assigned staff)

### **INTERDIVISION COOPERATION**

#### **OBJECTIVE:**

Develop an internal communication program to increase cooperation.

#### **MILESTONES:**

1. Publish a monthly meeting update. (Bonnie Richter)
2. Continue sharing more detailed work plans between units. (Bonnie Richter)
3. Include staff in managers' meeting more often. (Hank Todd)
4. Schedule more social events for after work hours. (All managers)
5. Establish and utilize electronic mail and a calendar system. (Linda Limback)
6. Create a daily newsletter via electronic mail. (Bonnie Richter)



# **MINNESOTA TRADE OFFICE**

## MINNESOTA TRADE OFFICE

### POSITIVE IDENTITY

#### Implementation Brief

##### OBJECTIVE #1:

Clear MTO/DTED

##### MILESTONES:

1. Examine commonality and explore areas of cooperation based on MTO's specific role in economic development.
2. Identify areas where MTO is autonomous to carry out goals and objectives.
3. Develop economic development packet.

##### OBJECTIVE #2:

To create an image of a professional, service-oriented agency.

##### MILESTONES:

1. Promotion campaign.
2. Internal response procedures - front desk to prompt correspondence to check in/out.

## CUSTOMER SATISFACTION

#### Implementation Brief

##### OBJECTIVE #1:

Service definition and priorities.

##### MILESTONES:

1. Use historical data to assess which services have been used most in the last year (Jan-Dec).
2. Consult with professional staff and use results generated through client ID process to forecast what needs exist for the future.
3. Train receptionist in call screening techniques, need evaluation and appropriate referral.  
(Renner, Bohr, Doja)

OBJECTIVE #2:

Define service delivery systems.

MILESTONES:

1. Assign existing clients to professional staff.
2. Implement customer inquiry checklist and referral system.
3. Train receptionist in call screening techniques, needs evaluation and appropriate referral.  
(Bohr, Renner, Doja, Angie)

OBJECTIVE #3:

Legislative Strategy

MILESTONES:

1. Decide on funding priorities (ITN).
2. Identify key communities and individuals and provide relevant MTO information.
3. Get legislators to act as information channel to their business constituents.
4. Get MTO satisfied clients to act as information channel to legislators.
5. Monitor/track information flows.

**DEPARTMENT WIDE QUALITY**

Implementation Brief

OBJECTIVE #1:

Staff Development

MILESTONES:

1. Presentation/Roles skill training
2. Time Management training.
3. Each professional staff person recommends publications/workshops for their development; directors review and approve.

OBJECTIVE #2:

Identify Clients

MILESTONES:

1. Compile list of all companies where the MTO has provided one hour of service during the past year.
2. Design and conduct direct mail campaign to address needs of potential exporters.
3. Design and implement an export promotion campaign to learn about specific client needs.  
(Doja, Renner, Bohr)

OBJECTIVE #3:

Results evaluation program

MILESTONES:

1. Bench work survey of client satisfaction.
2. Professional staff begins service tracking and reporting.
3. First quarterly internal results.
4. External review of program effectiveness.  
(Renner, Bohr, Winget, DeWitt)

OBJECTIVE #4:

Export promotion campaign.

MILESTONES:

1. Identify pilot target markets.
2. Develop message and communication vehicle.
3. Develop internal procedures and response materials.
4. Develop training program for all personnel dealing with needs assessment.
5. Client assignment to appropriate MTO professional.
6. Tracking procedure for evaluating results.
7. Evaluate results and modify program for statewide implementation.

OBJECTIVE #5:

Role Definition of Coordinating Committee.

MILESTONES:

1. Role and functions of Coordinating Committee.
2. Procedures for review and recommendation and staff referral to Coordinating Committee. (Bohr)

**MISSION AND PURPOSE**

Implementation Brief

OBJECTIVE #1:

Redefine mission documents

MILESTONES:

1. Review DTED mission documents.
2. Get DTED input into MTO mission document.
3. MTO internal discussion of DTED suggestions.
4. Redraft MTO mission documents.  
(Winget)

OBJECTIVE #2:

Align MTO projects with MTO mission statements.

MILESTONES:

1. Communicate the principle, policy and procedure to the managers.
2. Consistently monitor alignment between implementation and mission statement.
3. Management staff session to further develop the MTO's grand strategy for the next three years.
4. Complete operational workplan.  
(Winget)

OBJECTIVE #3:

Link and Ground "Trade" in "Economic Development"

#### MILESTONES:

1. Executive Director discusses role and future of international trade and investment in economic development and working relationships between MTO and other divisions.

### **MANAGEMENT PRACTICES**

#### **Implementation Brief**

#### OBJECTIVE #1:

Make effective and results-oriented meetings the MTO norm.

#### MILESTONES:

1. Managers review several techniques for effective results-oriented meetings and develop norms.
2. Managers start implementing techniques in private and group meetings.
3. Managers review techniques and norms with staff and request that staff (1) prepare themselves for meetings called by the manager and (2) use the techniques in meetings which they schedule.
4. Include effective and results-oriented meeting in staff development plan.  
(Winget)

#### OBJECTIVE #2:

Clarify work priorities.

#### MILESTONES:

1. (Addressed by Mission and Purpose objective #2, align projects with mission statements.)

#### OBJECTIVE #3:

More effective management practices.

#### MILESTONES:

1. (See Mission & Purpose objective #2, align projects with mission statements.)
2. MTO Coordinating Committee starts monitoring activities in relation to mission/work plans on a monthly basis using monthly results reports.

3. MTO evaluation committee works with outside evaluators to assure that the evaluation process provides results oriented information for use by the Coordinating Committee and managers.

OBJECTIVE #4:

Provide time for "Thinking."

MILESTONES:

1. Schedule one-day management results review and planning sessions each calendar quarter.
2. Schedule one-day, all-staff results review and planning sessions annually.

OBJECTIVE #5:

Internal Procedures for Clients.

MILESTONES:

1. Clearly define workplans with industry and country specialist roles defined.
2. Screening and routine format for clerical and project staff.

INTERDIVISIONAL COOPERATION

Implementation Brief

OBJECTIVE #1:

Operational Workplan.

MILESTONES:

1. Complete MTO operational workplan.
2. Examine areas of cooperation with other divisions of DTED.
3. Secure written interdivision cooperation agreements.
4. Publicize internally to demonstrate cooperation.
5. Evaluate the benefits.

# **OFFICE OF SCIENCE AND TECHNOLOGY**



## OFFICE OF SCIENCE AND TECHNOLOGY

### POSITIVE IDENTITY IMPLEMENTATION BRIEF

#### OBJECTIVE #1:

Increase the number of public speeches.

#### MILESTONES:

1. Seek opportunities for presentations at conferences and public forums, both locally and nationally [Rachel Wobschall].
2. Promote the NASA Link Program [Gil Young].
3. Develop a standardized introduction for speeches on the Office of Science and Technology (OST) to be used by all Office staff, including slides and quality handouts [Jane Prosch-Jensen, Bev Jones].

#### OBJECTIVE #2:

Update office publications.

#### MILESTONES:

1. NASA Link Brochure - to printer [Gil Young].
2. Policies, Programs and Services manual to printer [Debbie Hoffman].
3. State Technology Programs in the United States to printer [Bev Jones].
4. Update of State Services for the Disabled [Rachel Wobschall].
5. Adaptive Technologies [Rachel Wobschall].
6. Directory of Technology Companies in Minnesota [Gil Young].
7. Update Abilities & Technology [Rachel Wobschall].

#### OBJECTIVE #3:

Improve the image of professionalism in the office.

#### MILESTONES:

1. Develop telephone/office procedures [Debbie Hoffman].

2. Develop a file of sample letters (congratulatory, reply to requests for information, thank you) [Debbie Hoffman].

#### DEPARTMENT WIDE QUALITY PROGRAM IMPLEMENTATION BRIEF

##### OBJECTIVE #1:

Develop feedback.

##### MILESTONES:

1. Establish evaluation procedures for NASA Link (Did they receive what they requested? Did the information help them with their problem?) [Gil Young].
2. Survey advisory committees annually to evaluate the effectiveness of the committee as it relates to the mission of the Office [Bev Jones].

##### OBJECTIVE #2:

Establish Peer Review Guidelines.

##### MILESTONES:

Work with the Committee on Science & Technology to develop and administer a process for guidelines on peer review of state funded research and development projects [Wade Van Valkenburg].

#### CUSTOMER SATISFACTION

##### OBJECTIVE #1:

Evaluate Effectiveness of the NASA Link Program.

##### MILESTONES:

Identify ways to improve the program and to identify needs not satisfied [Gil Young].

##### OBJECTIVE #2:

Establish an advanced manufacturing center in Minnesota.

##### MILESTONES:

1. Design Center in collaboration with the Productivity Center, Minnesota Technology Corridor Corporation, Midwest Technology Development Institute, Institute of Technology, and National Bureau of Standards [Bev Jones].

2. Authorization from State Legislature [Bev Jones].
3. Funding from the federal government [Bev Jones].

OBJECTIVE #3:

Sponsor workshop on "Supercomputing: Emerging Applications in Design and Manufacturing."

MILESTONES:

Coordinate workshop with the Productivity Center, Supercomputer Center, National Bureau of Standards, Institute of Technology, Cray Research, and ETA Systems [Gil Young].

OBJECTIVE #4:

Sponsor International Technical Innovation & Entrepreneurship Symposium.

MILESTONES:

1. Seek legislative approval and funding for International Technical Innovation & Entrepreneurship Symposium [Bev Jones].
2. Coordinate activities of the Symposium with Utah Innovation Foundation [Jane Prosch-Jensen].

OBJECTIVE #5:

Coordinate activities regarding technology - related commerce initiatives.

MILESTONES:

1. Advanced manufacturing (on-going project) [Bev Jones].
2. Supercomputing (on-going project) [Gil Young].
3. Patents (on-going project) [Bev Jones].
4. Weather information (on-going project) [Bev Jones].

OBJECTIVE #6:

Develop and maintain cooperative and joint ventures with the private sector, academia, and other state and federal agencies [Bev Jones].

OBJECTIVE #7:

Promote positive results of customer satisfaction.

**MILESTONES:**

Advertise positive comments in office publications [Jane Prosch-Jensen].

**OBJECTIVE #8:**

Develop public policy initiatives on disability & technology.

**MILESTONES:**

1. Technology center.
2. Procurement guide.
3. Funding recommendations.
4. Publish recommendations.
5. Build support for legislative agenda.  
[Rachel Wobschall]

**MISSION AND PURPOSE  
IMPLEMENTATION BRIEF**

**OBJECTIVE #1:**

Develop/review mission statement and objectives for each committee [Bev Jones].

**OBJECTIVE #2:**

Review mission statement for OST.

**MANAGEMENT PRACTICES  
IMPLEMENTATION BRIEF**

**OBJECTIVE #1:**

Monthly review and clarification of objectives/priorities.

**MILESTONES:**

1. Regular staff meetings [Bev Jones].
2. Develop calendar showing activities for the month. [Debbie Hoffman]

**INTERDIVISIONAL COOPERATION  
IMPLEMENTATION BRIEF**

OBJECTIVE #1:

Collaborate with the Communications Office.

MILESTONES:

1. Press releases, brochures (NASA Link, OST) [Debbie Hoffman].
2. Assist in the updating of some of our office publications [Debbie Hoffman].

OBJECTIVE #2:

Involve other divisions, as appropriate.

MILESTONES:

1. Work with Policy Analysis on joint projects (i.e., Commerce) [Bev Jones].
2. Work with health promotion representative in Business Promotion and Technical Assistance [Rachel Wobschall].
3. Work with community development on disability/ technology programs [Rachel Wobschall].

# **POLICY ANALYSIS**

**POLICY ANALYSIS DIVISION**

**DEPARTMENT WIDE QUALITY  
IMPLEMENTATION BRIEF**

**OBJECTIVE:**

Managing Quality.

**MILESTONES:**

1. Implement Urban Institute performance monitoring/evaluation project. [Dan Quillin]

**CUSTOMER SATISFACTION  
IMPLEMENTATION BRIEF**

**OBJECTIVE:**

Improved customer communication.

**MILESTONES:**

1. Project debriefings: Feedback on customer satisfaction.
2. Establish client service contracts.  
[Munnich, McKenzie, Quillin]

**OBJECTIVE:**

Information source.

**MILESTONES:**

1. Creation of Business and Industry Data Center [Pat Fenton].

**MISSION AND PURPOSE  
IMPLEMENTATION BRIEF**

**OBJECTIVE:**

Roles and research.

MILESTONES:

1. Do the analysis we think should be done.
2. Revisit Policy Analysis mission statement: staff vs. line functions. [McKenzie]

**MANAGEMENT PRACTICES  
IMPLEMENTATION BRIEF**

OBJECTIVE:

Department information

MILESTONES:

1. Have Lee bring data on what rest of department is doing.
2. Pat Fenton should come to director and activity meetings.
3. Be more positive to others.
4. Set up division project management, calendar, project work sheets, and staff time accounting system.  
[Munnich]

**INTERDIVISIONAL COOPERATION  
IMPLEMENTATION BRIEF**

OBJECTIVE:

Clear unit definition.

MILESTONES:

Clear definition from upper management, what is the function of the unit in their viewpoint? Do others understand our function? Will they then use Policy Analysis? Is there executive consensus that this group will be involved? Demonstrate commitment. [Munnich]