

In July and August, the CTPS leadership team consisting of the Executive Director (Tegin Teich), Deputy Executive Director (Gina Perille), and directors (Annette Demchur, Hiral Gandhi, Marty Milkovits, and Rebecca Morgan) met for two half-day sessions to discuss challenges and opportunities from state fiscal year (SFY) 2021, and to set team goals for SFY 2022. The goals include the implementation of the five-year strategic plan completed in SFY2021 as well as several organizational goals that stretch above and beyond the plan, but maintain alignment with the core values, goals, and objectives developed during the strategic planning process.

To generate insights about the challenges and opportunities in SFY2021, the leadership team completed reflection questions on an individual basis and together organized the resulting discussion into themes. These themes were connected to supporting activities outlined in the strategic plan, with a focus on items scheduled to be completed or initiated within SFY2022; or actions were identified outside of the strategic plan that would address the challenge and opportunity themes.

Following that exercise, the leadership team identified their **top five SFY2022 commitments**.

1. Build on the salary study; develop a compensation guide with transparent paths for advancement.
2. Define and communicate the agency culture that the leadership is working to foster.
3. Create an atmosphere and opportunities where staff feel secure working together.
4. Review existing policies, procedures, and how-tos; identify areas for revision.
5. Begin implementation of the strategic plan; identify initial actions for seventeen FY2022 activities.

Other areas that were identified as important and requiring more workshopping and brainstorming were organized into **key discussion questions**. The leadership team will commit time to these topics in SFY2022 by holding monthly conversations.

1. What is the right level of documenting procedure and how can procedures best be paired/reinforced by training, modeling behavior, and repeated communication?
2. What targeted improvements to our communication now will support a longer-term agency communications strategy?
3. How can the leadership team practice transparent accountability, modeling desired behavior for all staff?
4. How can all members of the staff create space for one another's concerns around ramping up to a hybrid work environment while leveraging that transition to implement planned changes?
5. How can the budgeting process be improved to better meet agency needs and support other goals? Where is there too much or too little process? What is the agency obligated to do versus what it has elected to do?
6. How can the agency provide intentional space in processes and procedures that allows all members of the staff to embrace creativity?