

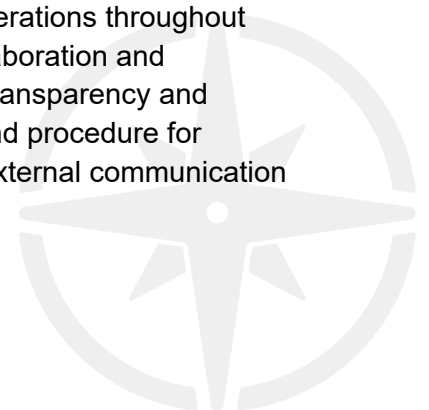
In August and September 2022, the CTPS leadership team met for three, multi-hour sessions to discuss challenges and opportunities from state fiscal year (SFY) 2022, and to set leadership team goals for SFY 2023.

A Look Back: Progress on SFY2022 Leadership Commitments and Discussion Questions

The team reflected on progress made towards the five leadership commitments of the prior state fiscal year.

1. **Build on the salary study; develop a compensation guide with transparent paths for advancement:** A [Compensation Plan](#) was published in August of 2022 after multiple iterations and drafts were shared with staff for feedback throughout the year. The plan will be updated and adjusted as needed to reflect changing agency needs or market conditions.
2. **Define and communicate the agency culture that the leadership is working to foster:** A [Vision for Workplace Culture](#) document was developed, which built upon the core values developed during the [strategic planning process](#). The culture document circulated for discussion at the all-staff level as well as within individual groups and departments.
3. **Create an atmosphere and opportunities where staff feel secure working together:** While some progress was made through other leadership commitments in this list, the leadership team agreed that there is more work to be done throughout the agency. More steps towards fulfilling this commitment were identified through an exercise to assess gaps in reaching the vision for workplace culture.
4. **Review existing policies, procedures, and how-tos; identify areas for revision:** Revisions and updates have been made to existing policies, procedures, how-tos in multiple stages where staff have an opportunity to review and comment before they are finalized. The staff intranet went through an extensive menu and icon refresh. The work on updating this large body of content will continue.
5. **Begin implementation of the strategic plan; identify initial actions for seventeen FY2022 activities:** Leadership team members divided up and made significant progress on most of the seventeen activities identified for the first year of the plan's implementation.

The leadership team also examined the six key discussion questions that were reviewed throughout SFY 2022, many of which will continue to be important considerations throughout SFY 2023. Examples of these topics include hybrid work technology, collaboration and communication norms, improvements to the budget process, increasing transparency and accountability of the leadership team, identifying right levels of process and procedure for various activities, creating space for staff creativity, and improvement in external communication strategies.



Today: SFY 2023 Leadership Commitments, Implementing Year Two of the Strategic Plan

The leadership team discussed how to organize activities in support of the second year of the strategic plan. The first year of strategic plan implementation required a significant time commitment from the leadership team and some staff members because many initiatives were being launched for the first time, such as the Project Management Working Group and staff recognition on the blog. The second year of implementation will be focused on building on those launched initiatives and engaging more staff in the process. For example, some of the activities targeted for year two include: delivering the new travel demand model platform, developing a path forward for new website, advancing project management practices, completing the MPO operations plan, launching the DEI committee, improving board and staff orientation, and completing a revised fiduciary agent agreement with MAPC.

Building off conversation held in regular leadership team meetings as well as additional focus during the retreat, the leadership team discussed how aspects of the vision for workplace culture are or are not being realized to help identify key areas that can be targeted for improvement. The workplace culture gaps analysis directly informed the development of five new leadership commitments for SFY 2023 in addition to the commitment to ***implement year two of the strategic plan***. The leadership commitments for SFY 2023 are summarized below.

1. Implement new strategies and practices for collaborative quarterly resource and work planning
2. Extend project workflows to include promotion, debriefs, archiving, and follow-up
3. Explore technological and physical infrastructure as a supports for communication, collaboration, and culture
4. Identify opportunities to increase creativity, innovation, and risk tolerance
5. Establish path for internally-facing diversity, equity, and inclusion committee

These leadership commitments extend beyond the strategic plan and also have many links to the strategic plan activities. As such, the leadership team can pursue these particular priorities efficiently in the context of other ongoing agency initiatives.