

To: Strategic Planning Steering Committee  
From: Elizabeth Harchenko  
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Subject: Relationship between goals, objectives and plans

At Oregon DOR, we agreed on four strategic goal areas to help us succeed in performing our mission. We described our goal areas at a high level:

**Compliance:** Make it easy to comply; intervene ASAP to correct noncompliance; maximize our ability to verify liability

**Customer Satisfaction:** Provide the right services in a timely way

**Workforce Effectiveness:** Provide our employees with the best tools to do the job

**Partnerships:** Leverage relationships with others to maximize our effectiveness

We then established Strategic Objectives within each of these goal areas. For example:

#### **Strategic Goal Area: Compliance**

*Strategic Objective #1: [One way that we can make it easy is to] Provide accurate and timely customer interactions at the lowest cost.*

#### Operational Objective:

- [One way to provide accurate and timely customer interactions is to] Provide taxpayers more opportunities to be self sufficient in obtaining information and resolving their accounts.

*Strategic Objective #2: [One way to intervene early to assure compliance is to] Develop compliance models that utilize trend and behavior data to increase Taxpayer accountability and build standard practices.*

#### Operational Objective:

- [One way to develop compliance models using trend and behavior data is to] Build an understanding of our customer segments and their distinguishing factors to make it easier for them to comply and the department to intervene as needed

We then identified a few of the objectives to take to the next level, and asked knowledgeable teams to develop proposals for action plans that would produce results to help us achieve the operational objectives. (We also asked them to help refine the operational objectives for us.)

The tactical plans asked for specific elements:

1. Start and End date for project
2. Name(s) of the owner of the project – who is responsible for completion?
3. Deliverables – what products or services are going to be produced by the project?
4. Tactics – what steps will be taken to produce the deliverables?
5. What intermediate goals would be achieved as the project is underway?
6. How will we measure/evaluate the impact of the project on our strategic goals and objectives?