

ILLINOIS STATE POLICE ADM-134, STRATEGIC MANAGEMENT

RESCINDS: ADM-134, 2022-027, revised 02-01-2022.	REVISED: 01-03-2023 2023-008
RELATED DOCUMENTS: None	RELATED CALEA STANDARDS (6th Edition): 12.2.1, 15.1.3, 17.2.1, 17.2.2

I. POLICY

The Office of the Director (OOD), in conjunction with Illinois State Police (ISP) Commanders, will prepare, monitor, and evaluate the Department's multi-year strategic plan and performance measures. This includes:

- I.A. Annually reviewing input from all levels of the Department
- I.B. Considering external stakeholder needs and expectations, e.g., citizens, legislative, executive, and criminal justice entities
- I.C. Considering internal stakeholder (employee) needs and expectations
- I.D. Revising the Strategic Plan and performance measures as needed
- I.E. Complying with the Budgeting For Results (BFR) Commission's Strategic Plan

II. AUTHORITY

15 ILCS 20/50-25 – "Statewide Prioritized Goals"

III. DEFINITIONS

- III.A. Goals - broad statements of intent; the general ends toward which the Agency directs its efforts based on issues that have been identified as priorities.
- III.B. Strategic initiatives - mechanisms for delivering or implementing government policy.
- III.C. Mission statement - a comprehensive statement of organizational purpose; the reason for the Agency's existence.
- III.D. Objectives - narrow, explicit statements of intent. Objectives are significant, measurable (quantifiable), achievable, relevant, and contain a time frame for completion (SMART).
- III.E. Performance measures - indicators used to objectively assess results. Performance measures enable the ISP to monitor its effectiveness, as well as progress, toward achieving specific initiatives and objectives.
- III.F. Stakeholders - individuals, groups, or organizations having a vested interest in an agency and expecting certain levels of performance from it.
- III.G. Strategic priorities - fundamental policy questions or critical challenges facing the Agency. Strategic priorities generally come from three sources - the administration, external stakeholders, or from within the ISP, and are the foundation for the Department's goals.
- III.H. Budgeting for Results (BFR) – process of budgeting where an annual budget is based on how effectively programs provide results that citizens value, rather than being based on the money allocated in the previous fiscal year.
- III.I. Chief Results Officer (CRO) – senior command staff member responsible for ensuring the Department complies with the BFR Strategic Plan process.

IV. RESPONSIBILITIES

- IV.A. The OOD, along with their senior command, is responsible for the Department's mission, vision, values, and strategic goals; and identifying strategic initiatives, priorities, and performance measures.
- IV.B. The CRO is responsible for directing the BFR process within the Agency and working directly with the Governor's Office of Management and Budget (GOMB) to ensure the Department's programs link with the Governor's statewide outcomes.
- IV.C. Each Deputy Director is responsible for:
 - IV.C.1. Ensuring access to agency goals and all applicable division goals and objectives for their personnel. (Agency goals are available on the ISP Intranet Home Page at <https://isp.portal.illinois.gov>)
 - IV.C.2. Designating an individual(s) to coordinate the Division's strategic planning and performance management process and assist the Office of Research and Development (ORD) in reporting performance and delivering training to division personnel.
- IV.D. The ORD, in conjunction with senior staff in the Director's Office, is responsible for overseeing the preparation of the Department's Strategic Plan and reporting department performance.

V. PROCEDURES

- V.A. Department Mission Statement and Strategic Priorities
 - V.A.1. The Director and senior command will formulate the Department's mission statement and long-term goals, annually review them, and ensure all employees have access to the Department mission statement and goals. (This information is available on the ISP Intranet Home Page at <https://isp.portal.illinois.gov>)
 - V.A.2. The Director and senior command will review strategic priorities every year.
- V.B. Division Goals, Strategies, Objectives, and Performance Measures

The Deputy Director, with senior staff, will prepare and/or validate division goals and objectives. Division goals and objectives should consider anticipated resource needs, i.e., population trends, personnel, work load, equipment, capital improvements, as well as stakeholder expectations.
- V.C. Monitoring and Evaluating
 - V.C.1. Each Troop/Zone/Lab/Bureau/Office will monitor progress toward attainment of goals and objectives.
 - V.C.2. The OOD will review performance and submit a report to the GOMB when required.
 - V.C.3. Each division will undertake an annual review of strategic priorities.
 - V.C.4. Each year the Office of the Director will submit the required information to the Illinois Office of the Comptroller (IOC) that is included in the Public Accountability Reports (Service, Efforts, and Accomplishments Report) and is available to the public through the IOC's website at <https://par.illinoiscomptroller.gov>.
 - V.C.5. The Director will take into consideration input from senior command, as well as internal and external factors influencing the Department, in deciding the strategic priorities for the succeeding fiscal year.

| Indicates new or revised items.

-End of Directive-