

STRATEGIC OBJECTIVE 5.1

**Strengthen organizational capabilities to drive customer-focused,
outcomes-driven mission performance
(OS, All Bureaus)**

This objective focuses on the high-priority, cross-cutting initiatives that the Department's leadership team believes are the most critical to mission success. First and foremost, mission success depends on a fully engaged workforce with the knowledge, skills, and effective leadership necessary to achieve results. Second, mission success during a time of rapidly-evolving technology is achieved only when employees have the right technology, tools, and information to do their job effectively. Third, mission success demands a results-driven management approach, using performance metrics and effective program research and evaluations to provide the evidence needed to align and optimize resources in implementing this strategic plan.

KEY STRATEGIES

Build a learning organization (OS, All Bureaus). Developing the right skills and knowledge is critical for accomplishing the Department's mission, improving employee satisfaction, and growing the next generation of leaders. The Department is committed to transforming itself into a learning organization that excels in serving customers and delivering results by valuing learning as an ongoing creative process; continually developing, adapting, and transforming itself in response to changing conditions; and improving the core capabilities of its people at all levels, both individually and collectively.

As a part of this strategy, a staff development framework will be designed to drive excellence in all aspects of mission delivery: systems thinking, customer service, personal mastery, and teamwork. Recognizing that senior leaders play a critical role in leading the cultural transformation needed to become a learning organization, the Department will focus first on designing a framework of knowledge and skills that are essential for all members of the Department's Senior Executive Service (SES). The goal is to develop proactive leaders, who are able to drive strong workforce engagement, maximizing the impact of each individual's talents and increasing collaboration among staff.

Create a 21st century IT infrastructure (OS, All Bureaus). The Department depends on high quality, reliable, and secure IT to carry out its mission. To create an IT infrastructure that employs developments and manages vulnerabilities, the Department will design and implement an integrated enterprise-wide IT architecture. The new architecture will deliver mission and business data anytime, anywhere through swift, seamless, and secure services on-demand to internal and external stakeholders. Key architecture principles will guide this effort from each of three viewpoints: mission, user, and technology. The architecture will align mission needs, technology drivers, a common set of requirements for capabilities and services, and minimum standards for interoperability and cybersecurity. A single federated roadmap will guide phased implementation of the architecture.

The Department will also develop and deploy a customer-driven set of IT shared services. The integrated enterprise IT architecture is intended to meet customer and program needs by adopting an approach that enables doing in common that which is commonly done. The Department's CIO Council will engage customers in bureaus and offices to define shared commodity, business, and mission IT services. The collaboration will also establish priorities for the change management activities essential for the successful deployment of these services.

Manage for results (OS, All Bureaus). To drive progress toward its mission-focused objectives, the Department plans to be on the leading edge of an evolving management paradigm. Managing for results requires aligning the Department's programs, people, and resources to the clearly defined goals, objectives, and measures of progress established in this strategic plan. Development and better utilization of outcome-based performance metrics will enable continuous improvement at all levels of the organization. The Department's Executive Management Team will leverage the expertise of leaders from across the

Department to conduct regular reviews of progress toward the outcomes targeted in this plan. These performance reviews will enable senior executives to identify and resolve emerging problems before

they escalate as well as share best practices. Data on performance will also help identify research and evaluations needed to further optimize resource allocation decisions and deliver high impact results.

STRATEGIC OBJECTIVE 5.1 PERFORMANCE INDICATORS

Key Indicators

(the outcomes that we can measure now)

- Percentage of milestones met for the development and implementation of the senior leader framework (OS, All Bureaus)
- Percentage of milestones met for the development and implementation of an integrated Commerce-wide IT enterprise architecture (OS, All Bureaus)
- Percentage of milestones met for the development and implementation of a Commerce-wide enterprise IT shared services plan (OS, All Bureaus)
- Percentage of milestones met for the development and implementation of a strategic plan dashboard (OS, All Bureaus)

For additional details on these performance indicators, see Appendix A in the full version of Commerce's FY 2014 - 2018 Strategic Plan.