



Building a Foundation for the Future

North Carolina Department of Revenue's Leadership Development Program

FTA Annual Meeting

June 10-13, 2007

Chicago, Illinois



Why Build a Leadership Development Program?

- ✦ The quality of an organization's leadership often determines the quality of the organization.
- ✦ The challenges of leadership are more complex today.
- ✦ Experienced leaders are leaving and the departures place organizations at risk.
- ✦ Building leaders for the future is too important to leave to chance!



Vision 2010

- ★ The North Carolina Department of Revenue is a national model for revenue agencies, relying on best practices, and with technology as an enabler, continuously finds innovative ways to increase efficiency and productivity in all areas of Departmental operations and tax administration.



Vision 2010

- ☀ Promote and administer a tax system that is understandable, easy to comply with, and responsive to economic and demographic conditions.
- ☀ Set the standard for using a variety of outreach and enforcement approaches to reach all segments of our diverse and, often, mobile tax base in order to maximize State tax revenue.
- ☀ *Have flexible, well-trained, highly motivated employees who work together to increase compliance and provide quality service.*



Leadership Development Program (LDP)

- ✦ The LDP was the first project organized under the Vision 2010 banner.
- ✦ The purpose of the program is to prepare agency leaders for the future through meaningful and effective leadership development opportunities.
- ✦ The LDP was a “first” for NCDOR.



Goals of the LDP

- ✦ To create a strong cadre of leaders with the capability to meet business challenges in the future.
- ✦ Build a culture of leadership within the agency—a “leadership factory.”
- ✦ Motivate and inspire employees to lead.
- ✦ Recruit and retain the very best employees.

Background

- ★ Leadership Development Action Team (LDAT) was formed in March 2005 (10 core team members).
- ★ Five subgroups: Identifying Leaders, Formal Training, Mentoring, Leadership Practicum, and Program Assessment.
- ★ Additional 25 employees chosen to work on subgroups.
- ★ April-November 2005—Program designed.
- ★ January 2006—LDP pilot program was launched.



Program Competencies

- ✦ **Communication**
- ✦ **Leadership**
- ✦ **Adaptability**
- ✦ **Relationships**
- ✦ **Development of Others**
- ✦ **Personal Development**
- ✦ **Task Management**
- ✦ **Production**



Program Curriculum

- ★ Leadership Skills Assessment
 - ★ 360 Degree Feedback Assessment (entrance and exit survey)
 - ★ Personality Assessment (Kiersey Temperament Sampler)



Program Curriculum

★ Formal Training

- ★ You Can Be a Leader (basics)
- ★ Public Speaking
- ★ Business Writing
- ★ Facilitative Leadership
- ★ Diversity Awareness
- ★ Coaching for Success
- ★ Delegating for Results
- ★ Rapid Decision Making
- ★ Time Management



Program Curriculum

☀ Mentoring

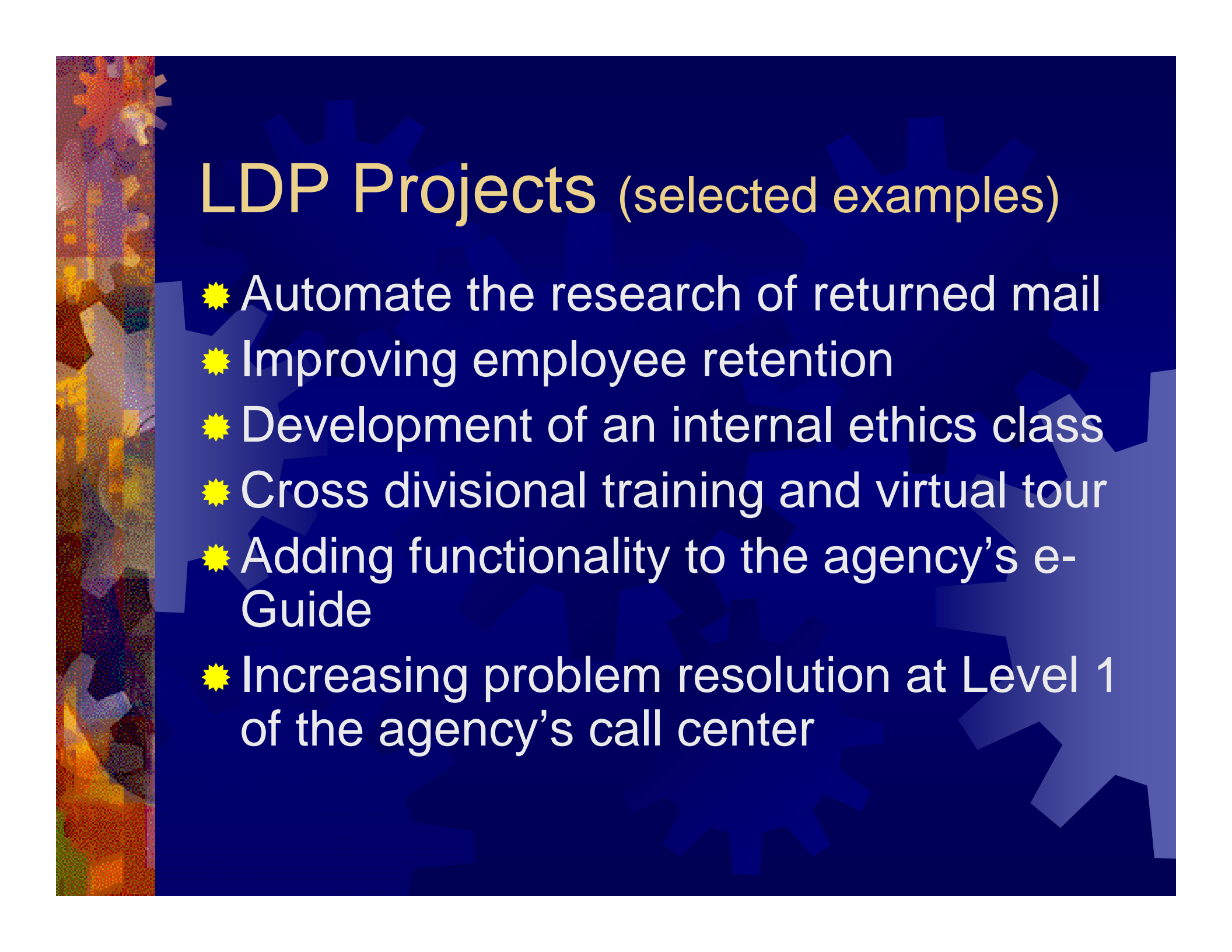
- ☀ Each participant paired with a senior level mentor.
- ☀ Peer mentors selected from previous year's class members.
- ☀ Each senior level mentor and peer mentor is trained on mentoring basics—classroom training/readings/mentoring handbook.



Program Curriculum

★ Leadership Project

- ★ Each participant completes a project centered on some aspect of agency improvement.
- ★ Written description is submitted/mentor team and program administrator assist throughout the year.
- ★ Formal presentation to the agency's senior staff at the end of the year.



LDP Projects (selected examples)

- ✦ Automate the research of returned mail
- ✦ Improving employee retention
- ✦ Development of an internal ethics class
- ✦ Cross divisional training and virtual tour
- ✦ Adding functionality to the agency's e-Guide
- ✦ Increasing problem resolution at Level 1 of the agency's call center



Program Curriculum

★ Tour de Revenue

- ★ LDP participants are given a full tour of all NCDOR divisions.
- ★ Meeting with all division leaders.
- ★ Essential to gain a better understanding of the global scope of revenue operations.



Program Curriculum

- ★ Monthly Leadership Lunch
 - Participants are paired to develop a presentation
 - Book review (*How to Think Like a CEO*)
 - Private discussion
- ★ Leadership Retreats
 - Three throughout the year
 - Noted leaders from government or private business speak
 - Other special activities
- ★ Special Readings



Leadership Library

- ✦ A large collection of books, magazines, CDs, and computer based training materials on different aspects of leadership.
- ✦ Dedicated space in the Revenue Building.
- ✦ Open for all NCDOR employees—meeting space and materials check out.

Who is Eligible?

- ✦ Any NCDOR employee who:
 - ✦ Is not a trainee.
 - ✦ Has at least three years work experience (preferably within state or federal government).
 - ✦ No less than a “good” rating during the last two performance reviews.
 - ✦ Supervisor and division director approval.



Application Process

- ★ Formal application filled out by the employee.
- ★ Supervisor's statement.
- ★ A selection committee narrows down applicants to 20 finalists.
- ★ Division directors submit a recommendation letter for finalists.
- ★ Personal interviews for all finalists.
- ★ Final selection-15 participants.



Program Assessment

- ✦ Career growth of participants is tracked.
- ✦ Projects are catalogued and tracked.
- ✦ Future plans include the creation of a more formal ROI assessment of training.

The Future

- ✦ LDP is in the middle of its second year.
- ✦ NCDOR is creating a Management Development Program and a Management to Leadership Program.
- ✦ Once complete, the LDP will serve as the top tier in a comprehensive three-tier management/leadership development program at the NCDOR.



Questions?

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