

STEP 1 – DEVELOP mission, vision and core value statements

HOW to write a mission statement

Definition: A mission statement explains why the agency exists.

STEP 1: leadership endorsement

- Agency Head/Director declares his/her perception of the agency's purpose and the outline of the broad, top-level goals.

STEP 2: planning committee

- Select representative staff from all levels of the agency to develop the mission statement. Members should be individuals with open minds who are known for their active engagement in group situations.
- Allocate blocks of time to develop the mission statement, overestimating as necessary. Meetings should be frequent enough to ensure thought continuity. Be careful not to let too much time pass between sessions, less the committee will lose momentum.
- Engage the committee in brainstorming the formal and informal mandates placed on the agency. This will include General Statutes, rules, laws and governing regulations, as well as the informal mandates that sometimes arise from the customers' expectation of the agency.

STEP 3: draft mission statement

- Take the themes identified in Step 2 and use them as the basis for developing the mission statement.
- Select one purpose from the brainstorming list or a combination of several purposes resolved into one. Fine-tune the list to state a common purpose of the agency.
- While developing the mission statement, think about what the agency is dedicated to. For example: quality, customers, and achieve goals.

- You may develop more than one draft mission statement. Each draft mission statement is discussed and refined by the planning committee until one final draft is written.
- Optional: The agency may want to send the draft mission statement to external stakeholders for their input and advice prior to submitting the final draft mission statement to the agency head.

STEP 4: agency approval

- Present the final draft to the agency head for endorsement and approval.
- If agency head does not approve draft mission statement, revise as needed until it is approved.

STEP 5: communicating the vision statement internally

- After the final draft vision statement is approved, publish it by printed copies, meetings, electronic mail and any other relevant channels.

HOW to write a vision statement

Definition: A vision statement tells what the agency is striving to become in the future. The vision statement must be connected to the mission statement. The mission statement differs from the vision statement in that the mission statement tells who or what you are now, and the vision statement tell what you hope to look like in the future.

STEP 1: leadership endorsement

Agency Head/Director declares his/her perception of what the agency should achieve.

STEP 2: appoint planning committee

- The same planning committee that was used to develop the mission statement should be used to develop the vision statement and core values.
- Follow the same scheduling and process considerations in the foregoing section.

STEP 3: write a draft vision statement

- The vision statement should be written in a way that it is easy to remember like a short paragraph.
- You may develop more than one draft vision statement. Each draft vision statement is discussed and refined by the planning committee until a final draft is written.
- Optional: the agency may want to send the draft vision statement to external stakeholders for their input and advice prior to submitting the final draft vision statement to the agency head.

STEP 4: agency approval

- Present the final draft to the agency head for endorsement and approval.
- If agency head does not approve draft vision statement, revise as needed until it is approved.

STEP 5: communicate the vision statement internally

- After the final draft vision statement is approved, publish it by printed copies, meetings, electronic mail and any other relevant channel.

HOW to write core values statements

Definition: Core values tell how the agency wants to conduct business. It will identify the values that the agency really puts into practice. Core values are the standards and guidance that agencies follow to do their work.

STEP 1: leadership endorsement

- Agency Head/Director declares his/her perception of the agency beliefs.

STEP 2: planning committee

- The planning committee develops the core values.
- Note: the agency must practice or plan to practice the values listed for them to be considered credible.

- Group the values and discuss each to determine whether or not it should be one of the core values.
- The focus of this grouping should answer these questions: How do we conduct our business? How do we treat our stakeholders? What are our real concerns?

STEP 3: draft core values

- The planning committee may end up with 10 to 20 values and should narrow the list to below 10.
- Optional: the agency may want to send the draft core values to external stakeholders for their input and advice prior to submitting the final draft core values to the agency head.

STEP 4: agency approval

- Present the final draft to the agency head for endorsement and approval.
- If agency head does not approve draft core values, revise as needed until they are approved.

STEP 5: communicate the core values

- After the final draft core values are approved, publish them by printed copies, meetings, electronic mail and any other communications channels.