



## Missouri Executive Partnership Program — Executive Summary

### Opportunity

Missouri can improve operations by engaging the knowledge, experience, and skills of executives from across our state and nation. Other leading organizations seek external expertise to address their priorities as a matter of best practice. The State of Missouri should be no different, as our goal is to provide the best and most complete services to our citizens.

Private sector executives have shown a willingness to collaborate with public entities to take on unique leadership challenges and give back to their communities. Examples of such partnerships have occurred across the nation at the city, state, and federal levels.

FUSE Corps is an organization established to link skilled professionals with government entities to address critical projects. Organizations such as this further prove that this is a workable model and there is a willing supply of executive talent seeking to apply their skills in the public sector.

The public entity is not the only party that benefits from such partnerships:

- A Deloitte survey of private sector stakeholders shows that companies value skills-based volunteerism as an experiential professional development opportunity.<sup>1</sup> Given this, emerging executives may find such opportunities valuable as a leadership development experience to further their career.
- Established or recently retired executives may see an opportunity to give back to their community and enhance their legacy.

### Situation

The pursuit of operational excellence is complex and diverse. Given the state's current aspirations, there are two challenges that arise:

- The specific expertise, skills, or experience may not be readily available from the state workforce or senior leadership to address such matters.
- External candidates best suited to address such issues may not be willing to alter their current career trajectory to move into permanent state service, in spite of a strong desire to give back to their community.

These challenges stall momentum and adversely impact state operations and the citizens we serve until the traditional recruitment and hiring process can fill the void.

There are several world-renowned companies headquartered in Missouri that have highly regarded expertise in areas that align with the State of Missouri's strategic priorities. Access to the insights of these companies' executives would be an invaluable resource for the state.

However, Missouri currently has no clear statewide framework to engage external executives from these companies to aid in the state's transformation into a leading organization.

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<sup>1</sup> Source: Deloitte. "2016 Deloitte Impact Survey" June 2016, [www2.deloitte.com/us/en/pages/about-deloitte/articles/citizenship-deloitte-volunteer-impact-research.html](http://www2.deloitte.com/us/en/pages/about-deloitte/articles/citizenship-deloitte-volunteer-impact-research.html).



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### Recommendation

Our recommendation is to establish the Missouri Executive Partnership Program as a framework to place external executives into temporary state government service by the end of 2019.

This recommendation encapsulates efforts of various entities across all sectors that have established fellowship or loaned executive programs to address the strategic priorities of their organization. The proposed model reflects the best practices of leading programs while distinguishing itself from existing models by targeting seasoned executives within two distinct executive partnership opportunities.

These executives will lead initiatives and address our strategic priorities. Identification and scoping of projects can begin immediately, with outreach to the private sector within 90 days.

The following tables outline the two proposed tracks, examples of other projects, and a summary of strategic priorities for the State of Missouri that our proposed framework could address:

Missouri Executive Partnership Program Framework		
Partner	Project Term	Project Examples
<b>Loaned Executive</b>	3-6 month projects	<ul style="list-style-type: none"> <li>▪ In the aftermath of Hurricane Katrina, loaned executives used their skills, leadership, resources, and connections to move forward with rebuilding efforts in New Orleans in a timely and effective way.</li> <li>▪ Experts from eight private sector companies worked together on the State of Missouri Task Force on Fleet Management to identify more than \$2 million in potential savings.</li> </ul>
<b>FUSE Corps Fellow</b>	1-2 year projects	<ul style="list-style-type: none"> <li>▪ An initial scoping call has been completed with DOLIR for a project related to data management and analytics.</li> <li>▪ FUSE Corps has previously undertaken a similar project with the California Health and Human Services Agency.</li> </ul>

State of Missouri — Strategic Priorities		
Data-Driven Management	Talent Management	Strategic Communications
<ul style="list-style-type: none"> <li>▪ Cross-department data strategy and roadmap</li> <li>▪ Analysis of program data to improve design</li> <li>▪ New performance management systems</li> </ul>	<ul style="list-style-type: none"> <li>▪ Talent recruitment practices, staffing, and structure</li> <li>▪ Executive coaching and leadership development</li> <li>▪ Retention strategies for high turnover positions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Building effective internal communication strategies</li> <li>▪ Establishing external engagement structures</li> <li>▪ Enhanced marketing and social media efforts</li> </ul>