



FTA Awards Nomination/Entry Form

Person who led this effort or project

Name Bob Grennes
Agency Name Indiana Department of Revenue
Phone Number (317) 331-6292
Email bgrennes@dor.in.gov

About your program, idea, or project

Name your program, idea, or project: LE@DOR: Indiana Department of Revenue’s Leadership Enrichment Program

What is the problem that you wanted to solve?

The problem we aimed to solve was the need to foster a healthy, high-performing, and employee-centric organization through the cultivation of servant leadership among our leaders and team members across the entire agency. Additionally, we sought to establish a long-lasting learning organization that would support the growth and development of team members at all levels, align with our core values, and build a long-term success foundation for DOR, and for the individual program participants.

From a tactical perspective, we also needed to solve a problem related to access to training. Historically, leadership development efforts were focused on programs that may have only been available a few weeks out of the year and only offered to team members in certain roles. We needed to create a robust and versatile program that meets operational needs and allows for on- demand learning. We also needed a way to effectively engage a wider range of participants and serve the wider leadership development needs of DOR.

Who was involved in addressing the problem?

Agency leadership established the goals and expectations for the program. They played an active role in developing the program’s vision, providing support (incl. staffing and funding) and leading the way by actively participating, promoting, and rewarding participation.

DOR’s Organizational Development and Training Team were the key players in making the program successful. They have taken the vision and truly brought it to life, developing the program’s structure, building content, delivering training, managing participation, and supporting participants on their journeys.

How did they go about finding a solution?

The solution was developed through a collaborative effort involving in-house staff, particularly DOR leadership and trainers. They worked together to formulate the program’s vision, strategy, and plan. We strategically started slowly, leveraging the collective experience, knowledge, and feedback of the team, as well as input from participants, to continuously improve each step of the program.

Initially, the program focused on developing and providing training for supervisors and team leads. It has evolved to encompass structured and high-quality content, activities, and support not only for individuals in official leadership roles with staff management responsibilities but also for anyone who shows self-initiative to participate in the program. Leadership is one of our core values, and we aim to equip team members at all levels with the ability to positively influence others from any seat.

Describe the outcome. What is the new idea, approach, program, or activity?

The outcome of our efforts is a robust, feature-rich, and highly effective leadership development program that embodies our culture and core values and has yielded positive results. Participation in the program is high, and participants are actively engaged. Program participants exude a sense of pride and camaraderie. The program has successfully fostered a community of leaders who are committed to their continuous growth and development, demonstrating self-initiative and genuine ownership in their leadership journey.

Key components of the program include:

A structured five-level learning path encompassing over 85 activities. Each level of the program is designed to allow autonomy and flexibility so participants can choose the activities that are most meaningful to them and complete most of them on their own timeline (attached is a list of activities).

In-person and virtual workshops designed to enhance leadership skills. These workshops enable participants to learn not only from an instructor, but from one another by sharing insights and experience in the form of facilitated dialogue.

Quarterly LE@DOR Magazine, providing valuable insights and resources (attached is the January 2024 issue).

LE@DOR Microsoft Team community, facilitating ongoing communication and collaboration among participants.

DOR leader videos, offering guidance and inspiration to program participants.

These components work together to create a comprehensive and dynamic leadership development experience that supports the growth and success of our leaders at all levels within DOR.

What has changed since this was implemented? How have your operations improved? Include any data, analytics or metrics that would show the value of your program. Don't forget management advantages such as improved morale.

Overall, the LE@DOR program has not only increased leadership capabilities and engagement but has also contributed to significant improvements in agency performance, employee engagement, and leadership effectiveness, as evidenced by various data points, analytics, and metrics.

Increased Participation and Activity Completion: The program has seen significant participation, with 228 participants completing over 1,200 activities in 2023 alone. Participant feedback on program components and content is excellent. We are thrilled with the high level of engagement and commitment among participating team members in their leadership development.

Agency Performance: While there are numerous interconnected components of organizational performance, leadership engagement and performance are two of the most impactful. DOR's performance, including service delivery, customer/stakeholder feedback, and employee engagement, has consistently reached new heights. Our focused investment in leadership development, and the resulting leadership performance, is a key part of this success.

Employee Engagement: Anonymous feedback from annual employee engagement surveys has shown high marks from team members regarding the quality of leadership within DOR. We are confident the LE@DOR program has contributed to fostering a positive and supportive leadership culture and employee experience.

Industry-Leading Metrics: DOR's employee engagement metrics are recognized as industry-leading and have received numerous awards, further indicating the program's success in enhancing employee satisfaction and commitment.

High-Performing Leadership: DOR's leaders, as reflected by annual performance appraisals, are among the most high-performing staff in the agency. Additionally, the turnover rate for non-retirement leadership

positions is close to zero, internal leadership promotions are frequent, and leadership openings are highly sought after. These metrics highlight the positive impact of the LE@DOR program on leadership effectiveness and retention.

Is there any component of your program that makes it workable only in your state or city?

Everybody ought to be doing this.

Is this an in-house project, or did you partner with an outside vendor or service-provider?

100% in-house

Additional information or comments about your usage of outside vendors or service providers.

The LE@DOR program was fully developed in-house, with the program design, management, and delivery handled entirely by internal resources. While the program does incorporate materials from external sources such as LinkedIn Learning, selected leadership books and materials, Ted Talks, Crucial Conversations, and other sources, these resources are integrated into the program framework and supplemented with internally developed content and materials.

What comes next – will you be adding to your program, rolling it out more widely, trying additional approaches?

Feedback from each activity and participants is driving our program improvement plan, including adding content, activities, and finding ways to inspire more participation. We are committed to a program improvement plan to enhance the effectiveness and relevance of the program. Our goal is to ensure the LE@DOR program remains dynamic, impactful, and aligned with the evolving needs of DOR and our team members.

Additional Optional Materials

Documentation Upload



Indiana FTA 2024 Award No... .pdf



Indiana LE@DOR Program Ac... .pdf



Indiana LE@DOR Program Ad... .pdf