

GOVERNMENTAL ACCOUNTING STANDARDS BOARD
Serving the Public Interest

STRATEGIC PLAN FRAMEWORK

VISION

Greater accountability and well-informed decision making through excellence in public-sector financial reporting.

MISSION

To establish and improve standards of state and local governmental accounting and financial reporting that will:

- result in useful information for users of financial reports, and
- guide and educate the public, including issuers, auditors, and users of those financial reports.

GOALS

STANDARDS SETTING: Establish high-quality standards that improve public accountability and result in useful information for making decisions.

CONSTITUENT RELATIONS AND COMMUNICATIONS: Foster constructive relationships with constituents to ensure that the GASB considers their needs and views.

EDUCATION: Promote the development of informed and competent financial report users, preparers, and auditors.

ORGANIZATIONAL EFFECTIVENESS: Improve the GASB's organizational capacity to pursue its vision, mission, and goals in a timely and sustainable manner.

CORE VALUES

INDEPENDENCE: The autonomy to pursue the best answer for all constituents, free from undue influence or pressure.

INTEGRITY: Honest, ethical, and forthright behavior in our relationships with all constituents.

OBJECTIVITY: Impartial decisions informed by credible research and thorough deliberations, including due consideration of the views of constituents and other standards setters.

TRANSPARENCY: An open process that encourages and values public participation.

State Strategic Plan

Governor Perdue emphasizes five priority areas that will shape the state's future.

- A Healthy Georgia
- A Safe Georgia
- An Educated Georgia
- A Growing Georgia
- The Best Managed State in the Nation

These priorities provide the foundation for each state agency's strategic plan.

Agency Strategic Plan

The *Budget Accountability and Planning Act of 1993* mandates that state agencies develop strategic plans. Agencies' strategic plans, encompassing a four-year time frame, provide the agency and state decision makers with a thoughtful, organized approach for addressing state priorities.

State law also mandates that each agency develop an annual workforce plan and information technology plan. Workforce planning is a systematic process for identifying the workforce needs, characteristics and competencies required to meet the agency's strategic goals and for developing the strategies to meet those goals. Information technology planning requires that agencies align their information technology projects to support the achievement of the agency's strategic goals.

Workforce planning links strategic planning, program management, human resources and budgeting decisions. It identifies the characteristics and competencies needed of people to achieve desired outcomes, and it facilitates those competencies being present in the workforce when and where they are needed. The outputs of workforce planning support strategic objectives, core businesses, technology initiatives, human resources strategies, and budget requests.

Information technology planning links the strategic plan and business needs with technology decisions and expenditures. Annual IT plans allow agencies to realize efficiencies by ensuring that business needs drive technology decisions and by identifying opportunities for sharing IT functionality within the organization.

The strategic plan and the strategic planning process, including workforce planning, help employees and managers to periodically reassess and refocus on their agency's mission. The collaborative process used for strategic planning encourages a shared vision, teamwork, and innovative, future-oriented thinking. The process is directed towards effective and efficient program services and, most importantly, improved outcomes for the agency's customers and beneficiaries. Exhibit 3 shows the primary components of the agency strategic plan.

Exhibit 3 **Agency Strategic Plan**

- Vision
- Mission
- Core Businesses
- Environmental Scan
- Strategic Goals
- Strategic Objectives

Core Businesses

State agencies have one or more core businesses. These are broad policy areas that each agency was created to address. They should not be confused with business functions although some agencies may be organizationally structured to reflect their core businesses. Exhibit 6 lists four possible core businesses for the Department of Human Resources.

Exhibit 6 **DHR Core Businesses**

1. *Public Health Prevention and Services*
2. *Child Protection and Welfare*
3. *Public Health and Safety Assurance*
4. *Self-sufficiency for individuals with developmental disabilities, mental illness, and/or addiction disorders*

Vision, Mission, Core Business Deliverables

- Vision Statement
- Mission Statement
- List of agency's Core Businesses

Environmental Scan

The environmental scan is a review of key external and internal factors that affect the environment in which an organization operates. The scan examines these factors and their impact on Georgia citizens, state agencies, and the services they provide.

External Scan: The external scan reviews information about events, trends, and relationships in an organization's external environment that impact how the agency conducts its business. This information may include, for example, recent legislative mandates that alter the agency's mission. Information from the scan assists agency leadership in planning the organization's future course of action. Exhibit 7 is an example of a factor identified through an external scan and its impact upon the agency.

Exhibit 7 **DHR External Scan**

1. *Increasing diversity and changing demographics of Georgia's population, families, and workforce.*

Key Impacts:

- a. *Requires changes in DHR's service delivery system to accommodate different cultures that address a wider range of life-style, health, and assistance-seeking behaviors.*
- b. *Creates a growing need for a multi-lingual workforce to serve DHR's client base.*
- c. *Compels DHR to alter its recruiting and training processes.*

Internal Scan: The internal scan is a process of reviewing the agency's resources and day-to-day operational structure, such as organizational climate or internal communications. Factors identified in the internal scan are more agency-specific than the broad, environmental factors identified in the external scan. Internal factors range from an assessment of appropriate resources to accomplish mission-critical tasks to the pending retirement of a significant portion of the agency's workforce. This process demonstrates the relationship between the agency's strengths and weaknesses and the challenges the agency must address to develop its course of action. Exhibit 8 shows information from an internal scan.

Exhibit 8
DHR Internal Scan

1. Increasing difficulty in recruiting and retaining an experienced workforce.

Key Impacts:

- a. Reduces DHR's knowledge base and efficiency.*
- b. Lowers overall employee satisfaction.*

The team members participating in the environmental scan may come from any level of the organization; however, members of the agency's leadership must be represented if the process is to be meaningful. The team assembled to conduct the environmental scan will typically include individuals who:

- Have strong institutional knowledge;
- Understand the agency's mission, vision, goals, and strategic objectives
- Are knowledgeable of current issues and developments in the agency's field.

Typical information sources that may be used in the agency's environmental scan include:

- New statutory, regulatory, and/or judicial mandates
- Governor's speeches and legislative initiatives
- Previous program results
- Customer feedback
- State and national legislative trends
- Workforce trends
- IT initiatives and needs
- Comparisons to similar functions in other states
- Economic indicators
- Demographic data analysis, including workforce
- Information from conferences
- Internet or library research
- Budgetary and staffing data
- Internal and external audits

Environmental Scan Deliverables

- Description of the scanning process
- Listing of key internal and external factors & their impacts on programs

Strategic Goals

A strategic goal is a broad area of endeavor that must be addressed if an agency is to make progress towards its vision. Goals should specify no more than four or five "targets", or accomplishments, that an agency plans to achieve. Strategic goals are the first steps in transforming the agency's vision into action.

Types of Strategic Goals

Most agency strategic plans will include both *service-related* strategic goals and *organizational* strategic goals.

- **Service-Related Strategic Goals** are "targets" or accomplishments the agency plans to achieve that address improved services to customers.
- **Organizational Strategic Goals** are "targets" or accomplishments the agency plans to achieve that address internal, organizational issues. Organizational Strategic Goals would include an agency's workforce related strategic goals and addresses workforce issues; e.g., leadership, staffing, competencies, and diversity gaps. Since the agency strategic plan will satisfy the state requirement for a workforce plan, agencies are required to specify one or more workforce-related strategic goal(s) in their strategic plan.

Workforce Planning

Workforce planning is an integral component of an agency's strategic plan and annual business plan. It provides the human resource strategies needed to ensure the right people, with the right skills, are in the right place, at the right time to conduct the detailed operational planning and execution that will ultimately achieve Georgia's strategic goals.

Each agency is asked to evaluate and report quantifiable workforce needs in terms of priority position, diversity, competency, and staffing gaps, as well as acquisition, development, and retention needs for employees and leadership. Note: This may simply involve updating the previous year's evaluation. Agencies are required to include succession-planning strategies as part of their response to workforce planning. This includes identification of targeted leadership, management and supervisory positions. (See Appendix for a sample workforce planning update.) Note: Succession-planning strategies may cross program lines. Agencies should utilize their human resources personnel to assist in this portion of the plan.

Strategic Outcomes

Each strategic goal should include at least one long-term strategic outcome that specifies what is to be achieved over an extended period of time. Strategic outcomes articulate how the agency and the agency's customers or services will be different within four years of identifying a strategic goal. This level of strategic outcome may appear in several successive agency strategic plans until the strategic goal has been achieved. An agency's strategic workforce goal supports the agency's efforts to close competency, staffing, and diversity gaps adversely affecting their workforce. Exhibit 9 is an example of a *service-related* strategic goal and its strategic outcomes. An example of strategic outcomes for an *organizational* strategic goal is shown as Exhibit 10.

Exhibit 9
DHR Service-Related
Strategic Goal

Strategic Goal: *Quality services are improved, expanded, and delivered in an integrated manner based on our customers' needs.*

Strategic Outcome 1: *Fewer children will be abused, neglected or exploited.*

Strategic Outcome 2: *Georgians will be healthier.*

Exhibit 10
DHR Organizational
Strategic Goal

Strategic Goal: *The ability of the workforce to meet customer needs will improve.*

Strategic Outcome 1: *Customer service competencies will improve.*

Strategic Outcome 2: *Staff will include bilingual individuals to address a more diverse customer base.*

Critical Success Factors and Success Inhibitors

When developing strategic goals and outcomes, the planning team should give careful consideration to *critical success factors* and *success inhibitors*.

- **Critical Success Factors** are conditions or prerequisites that must be in place if the agency is to fulfill its mission and achieve its strategic goals. Examples are shown in Exhibit 11.

Exhibit 11
DHR Critical Success Factors

- *Divisions within the Department of Human Resources must actively collaborate and share information.*
- *Divisions within the Department of Human Resources must identify and develop individuals for future leadership positions.*

strategic priorities. This will ensure that the agency's strategic plan is aligned with the Governor's vision as articulated in the state strategic plan.

A relatively easy way to show these relationships is to prepare a chart of agency strategic goals by state strategic priorities. Exhibit 13 is an example of this option. An alternative option is a *narrative description* of the relationship between the agency's strategic goals and the state's strategic priorities.

Exhibit 13: Sample Chart

Agency's Strategic Goals	State Strategic Priorities				
	Healthy Georgia	Safe Georgia	Educated Georgia	Growing Georgia	Best Managed State
<i>Strategic Goal 1</i>	X	X			X
<i>Strategic Goal 2</i>		X		X	X
<i>Strategic Goal 3</i>	X	X	X		

State Strategic Priorities Deliverable

- A chart or narrative describing the relationship between the state's strategic priorities and the agency's strategic goals

Strategic Objectives

Strategic objectives are statements of what is to be achieved over a specific period of time—generally 12 months—and they identify who will be responsible for that achievement. Each strategic objective should support at least one strategic goal. Strategic objectives:

- Clearly outline the strategic outcome so that success can be measured.
- Provide a mechanism for developing action plans, timelines and accountability targets.
- Allow the agency to identify high priorities.
- Provide for quantifiable measures.

Any effort requiring increased funding should be clearly identified in the strategic objectives. Exhibits 14 and 15 are examples of strategic goals, strategic outcomes, and strategic objectives for organizational and service-related strategic goals.

Exhibit 14
DHR Organizational Strategic Goal, Outcome, and Objective

Strategic Goal: *The efficiency and effectiveness of DHR operations are improved.*

Strategic Outcome: *Decreased unit cost of service delivery*

Strategic Objective: *By the end of FY 2005, DHR will decrease by 10 percent the time needed to determine a person's eligibility for targeted DHR services.*

Exhibit 15
DHR Service-Related Strategic Goal, Outcome, and Objective

Strategic Goal: *Quality services are improved, expanded, and delivered in an integrated manner based on our customers' needs.*

Strategic Outcome: *Fewer children will be abused, neglected, or exploited*

Strategic Objective: *By the end of FY 2005, the Statewide Automated Child Welfare Information System will be fully operational so services to children can be monitored across programs.*

Strategic Objectives Deliverable

- Strategic Objectives linked to Strategic Goals

Success Inhibitors, as shown in Exhibit 12, are *barriers* that must be overcome if the agency is to fulfill its mission and achieve its strategic goals.

Exhibit 12
DHR Success Inhibitors

- *The Department does not have compatible information systems.*
- *Some key data are stored in paper files in county offices.*
- *There is a critical need for bilingual staff.*

Strategic Goals Deliverable

- Agency's strategic goals, including at least one workforce-related strategic goal
- Update of last year's Workforce planning narrative or chart:
 - Priority positions (or groups)
 - Diversity, competency, and staffing gaps
 - Acquisition, development, and retention needs for priority positions
 - Agency succession plan strategies
- Strategic outcomes for each goal
- Critical success factors for each goal
- Success inhibitors for each goal

Linkage of Agency Strategic Goals to State Strategic Priorities

State strategic priorities are the five primary policy areas articulated by Governor Perdue:

- A Healthy Georgia
- A Safe Georgia
- An Educated Georgia
- A Growing Georgia
- The Best Managed State

Each agency's strategic goals should relate to and support at least one of the state's strategic priorities. At this stage of the planning process, the strategic planning team should identify the relationship between the agency's strategic goals and the state's

SAMPLE STRATEGIC GOALS LINK TO STATE PRIORITIES

STATE STRATEGIC PRIORITIES					
AGENCY STRATEGIC GOALS	HEALTHY GEORGIA	SAFE GEORGIA	EDUCATED GEORGIA	GROWING GEORGIA	BEST MANAGED STATE
STRATEGIC GOAL 1	X	X			X
STRATEGIC GOAL 2		X		X	
STRATEGIC GOAL 3		X	X		
STRATEGIC GOAL 4				X	X