



Governor's Sterling Award Best Practice

Title of Best Practice: Leveraging Stakeholders in Strategic Planning

Description of Best Practice:

The organization utilizes a 12-step Strategic Planning Process (SPP) for the development of its long-term (3 year) strategic plan and the short-term (1 year) Annual Business Plan. The organization's SPP includes extensive involvement of stakeholders.

An environmental scan incorporates data from all of its customer groups as well as its suppliers, partners, and workforce, and is utilized early in the process to take advantage of strategic advantages and to address strategic challenges and potential blind spots. As part of the SPP, the organization invites representatives from its customer, supplier, and partner groups to attend to ensure that all stakeholders have input into the process. The SPP also includes a step where the senior leaders review work systems for opportunities for innovation.

Once the organization has reviewed all of its listening methods and consulted with all of its stakeholders, it develops its strategic objectives and prioritizes them using a selection matrix to place them on either the strategic plan or the Annual Business Plan. Once the objectives are prioritized, those placed on the Annual Business Plan are assigned performance measurements to be included in the Balanced Scorecards for the organization, individual departments, suppliers, and partners for regular review and tracking. By assigning a Balanced Scorecard measurement to each strategic objective and deploying these to stakeholders, the organization can ensure alignment between performance results and the strategic plan at all levels.

Results:

The integration of customer needs and feedback into the SPP has been achieved as well as alignment across departments and subcontractors (partners). Continued focus on core performance measures and improvement initiatives has also been achieved as a result of this best practice.



Application:

The SPP is guided by an Annual Work Plan and process map. These documents are easily modified to meet organizational specific needs and used to manage the process while guiding continuous improvement at all levels.

