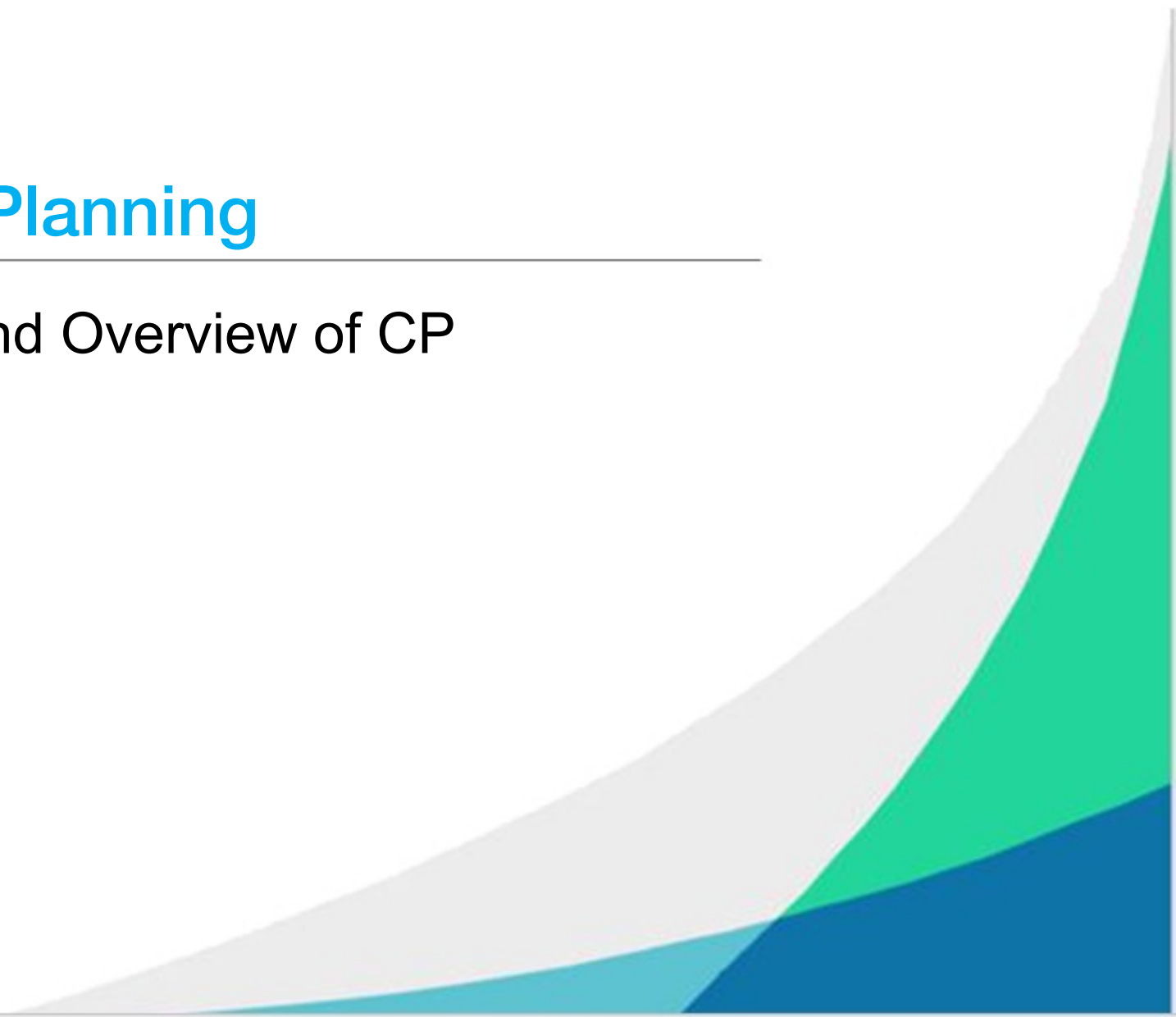


Corporate Planning

Introduction and Overview of CP
process



Ground rules



Turn off your mobile phones



Listen to each other



Keep to your time



Think about the questions



Do not speak over each other



Work cooperatively together



Have a go at your exercises, you'll learn more

What is a corporate plan?

Corporate plan:

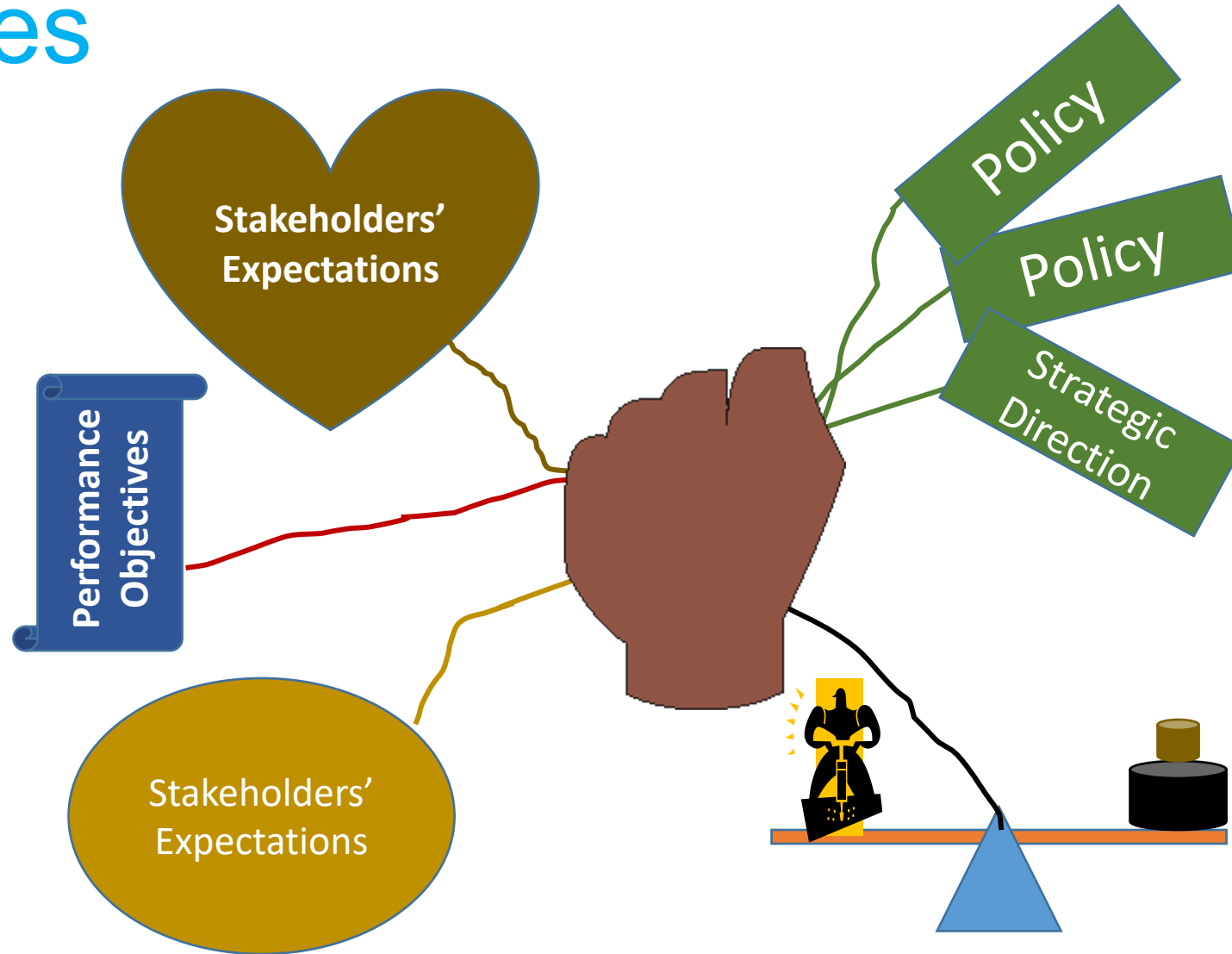
- A review and re-organisation process carried out in response to a recognised need – or desire for change.
- **A mechanism to keep organizations under regular review**

Corporate Planning – definition

- Examines:
 - Mandates;
 - Vision;
 - Mission statements.
- Determines:
 - Policy priorities;
 - Strategic objectives;
 - Functions and structures in light of mandate.
- Determines **organisation** and **application** of resources.



Summary of CP Process: Pull/align activities



Why do CP?

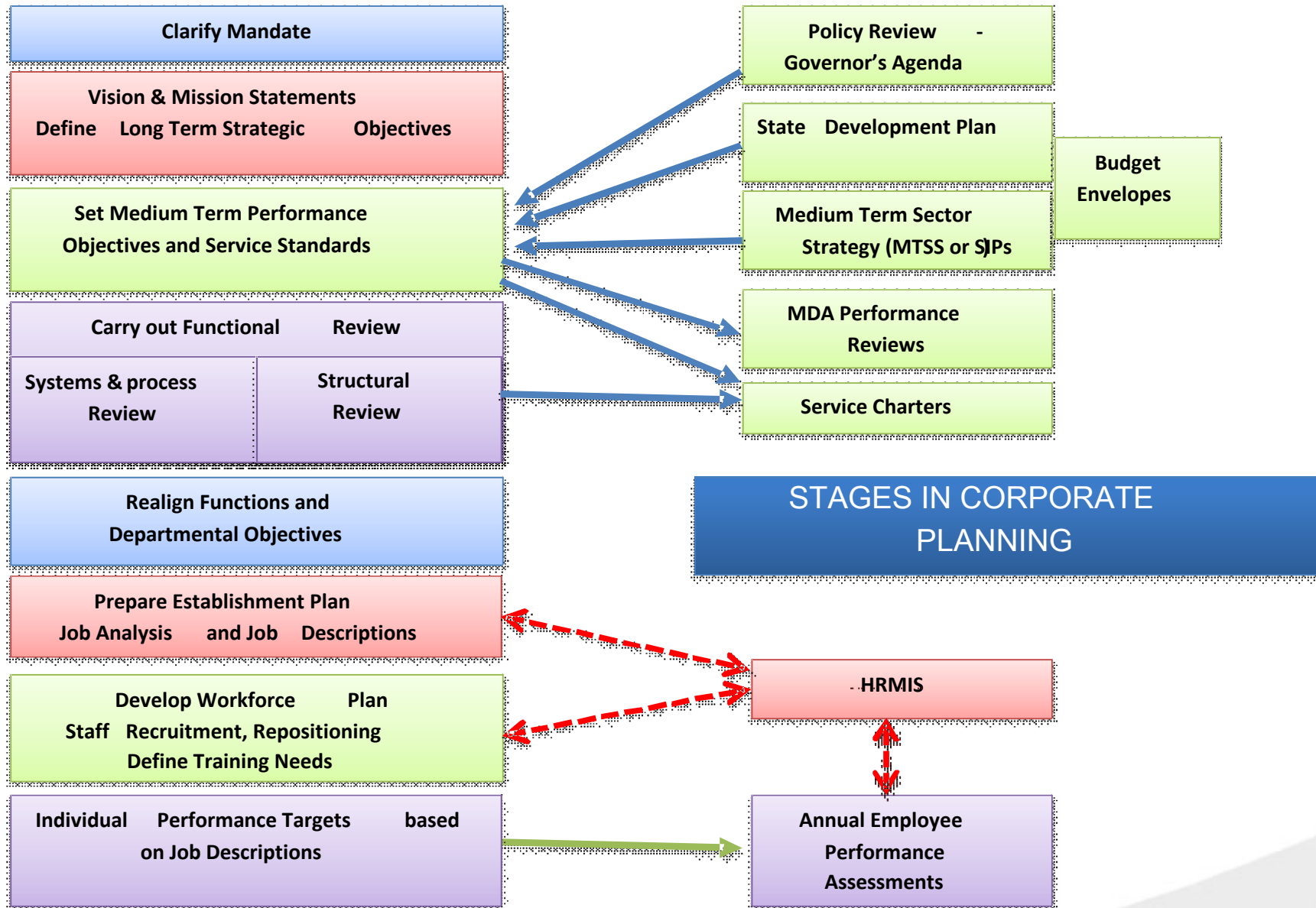
CP allows an organisation to put in place the ‘**golden thread**’ that links every job and job holder’s performance to its mandate.

Why do CP for an organisation?



- **Why** – its mandate.
- **What** – LTG, MTOs.
- **How** – functions, system, processes, structures, establishments etc.
- **Who** – fitting structure to workforce.

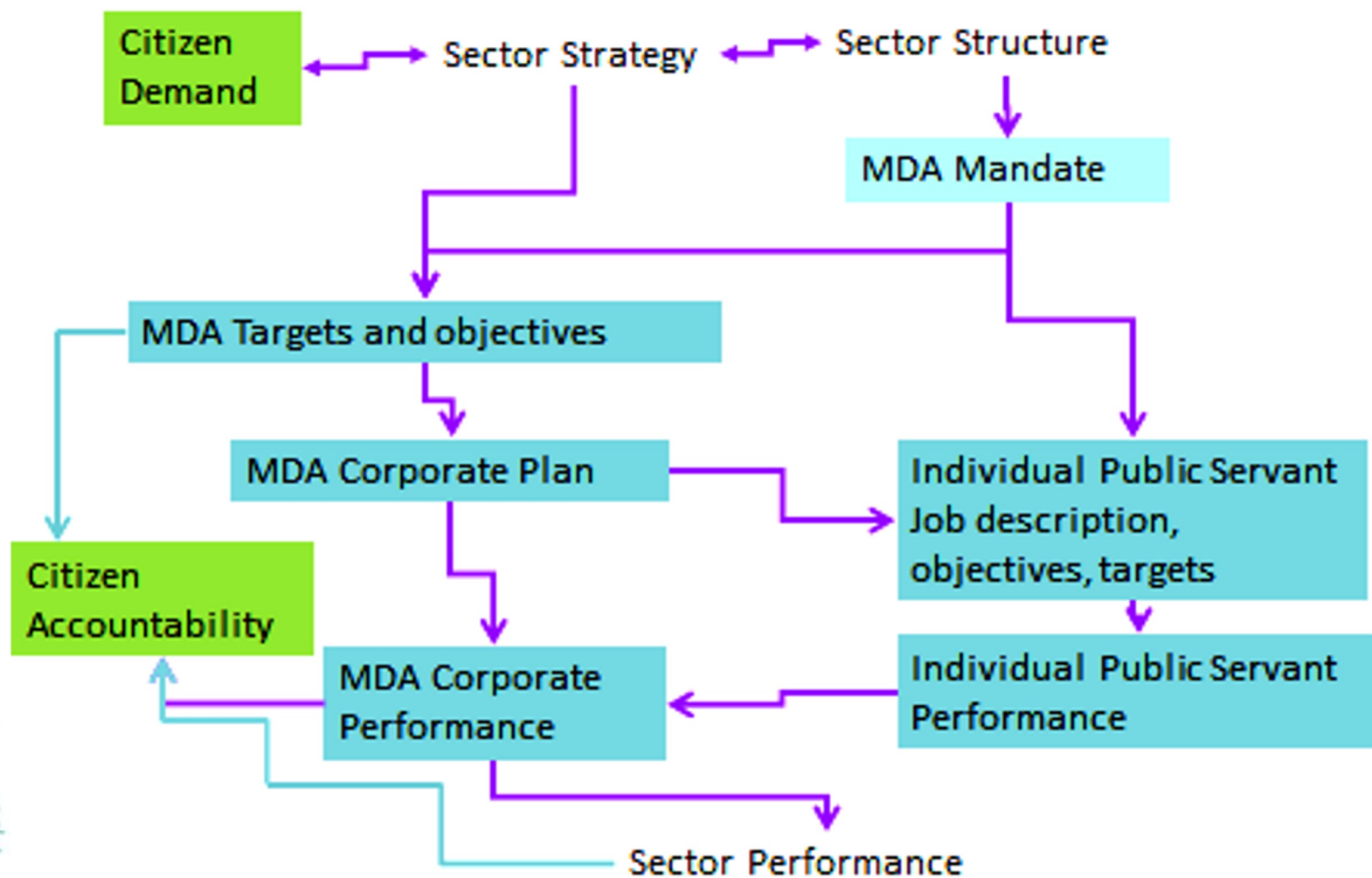
The CP Framework



Guide CP Stages, Activities and Timelines

Stage	Guidance	Indicative Time frame
Stage 1	<i>Preparation:</i> A briefing note and introductory power point presentation, a readiness for change checklist, a sensitisation exercise and a model timetable.	2 weeks
Stage 2	<i>Mandates, Mission, Vision, Objectives:</i> Checklists, examples and templates to assist with setting MDAs' mission, vision, values, long term goals, broad medium-term objectives and strategies as well as a guide to producing service charters.	2 weeks
Stage 3	<i>Functional, structural and process reviews:</i> Step by step guidance on functional, structural, system and process reviews, as well as examples of process flowcharts and a process review template.	2 months
Stage 4	<i>Establishment and workforce plans:</i> Step by step guidance on establishment and workforce planning, job evaluation, job descriptions, record-keeping, capacity building and suggestions to address immediate workforce gaps.	2.5 months
Stage 5	An example of CP Implementation Plan and handover	2 weeks

Performance and Corporate Planning



For CP to succeed.....

Recognise: CP is about change, transformation and working smarter.

1. Be willing to **examine, challenge status quo, question, listen, learn, document and share.**
2. Top management leads and drives CP process by providing resources.
3. Ensure vertical and horizontal **communication, awareness-raising.**
4. Agree on pilots, and sequence roll-out of CP.

Usual Concerns

- Visioning and leadership authority from top management.
- Managing relationships and buy-in from decision-makers.
- Building organisation's readiness & capacity to ensure effective participation in the process.
- Maintaining pace and momentum of the process.
- Shifting the balance from participative to extractive process during establishments & workforce planning.
- Strengthening mechanisms for support team engagement.
- Emphasizing learning and sharing within and between MDAs and State.
- Developing a flexible implementation plan to reflect the diversity of circumstances.

Benefits

For State overall:

- **Confidence:** Rigorous review of purpose & system reassures leadership and staff.
- **Better understanding** and articulation of LTG, MTS and planning
- **Clarity about staffing** where changes are needed across public service
- **Review Mechanism** about every 5 years.

For the organisation:

- **Holistic** understanding of purpose, functions, structures, and staffing issues
- Clearer **link** between resources & purpose & objectives
- Clearer **information** about current and future jobs, staffing and needed skills
- Individual performance targets **linked to** organisational **objectives** and performance
- Better **monitored** performance & **adjusted** future plans.

Benefits

For individual employees:

1. Clearer understanding of:

- Individual roles within functions of the organisation
- Job contribution to organization's performance

2. More personal motivation to contribute to organisational performance.

3. Job-related personal capability/capacity development policy.

- Clear about strategic planning & management.
 - reduces ambiguity,
 - informs decision-making
 - ensures cost-effectiveness, efficiency and value for money.
- Clear about optimal staffing:
 - Number,
 - Manpower development &
 - Rational allocation
- Confidence in purpose and structure:
 - Rigorously review and communicate to leadership & staff.
- Effective management of strategic objectives:
 - Clear evaluating systems established - quantitative, and qualitative-based on key performance indicators (KPIs), to gauge reliability of progress.
- Reduce uncertainty in governance:
 - Anticipate risks by analysing historical data, studies, trends etc., and designing contingency plans.

CP Success or Failure

SUCCESS

- The State government is better at:
 - prioritising,
 - planning,
 - resourcing,
 - delivering public goods and services efficiently and effectively,
 - tracking and accounting for the delivery of public goods and services.

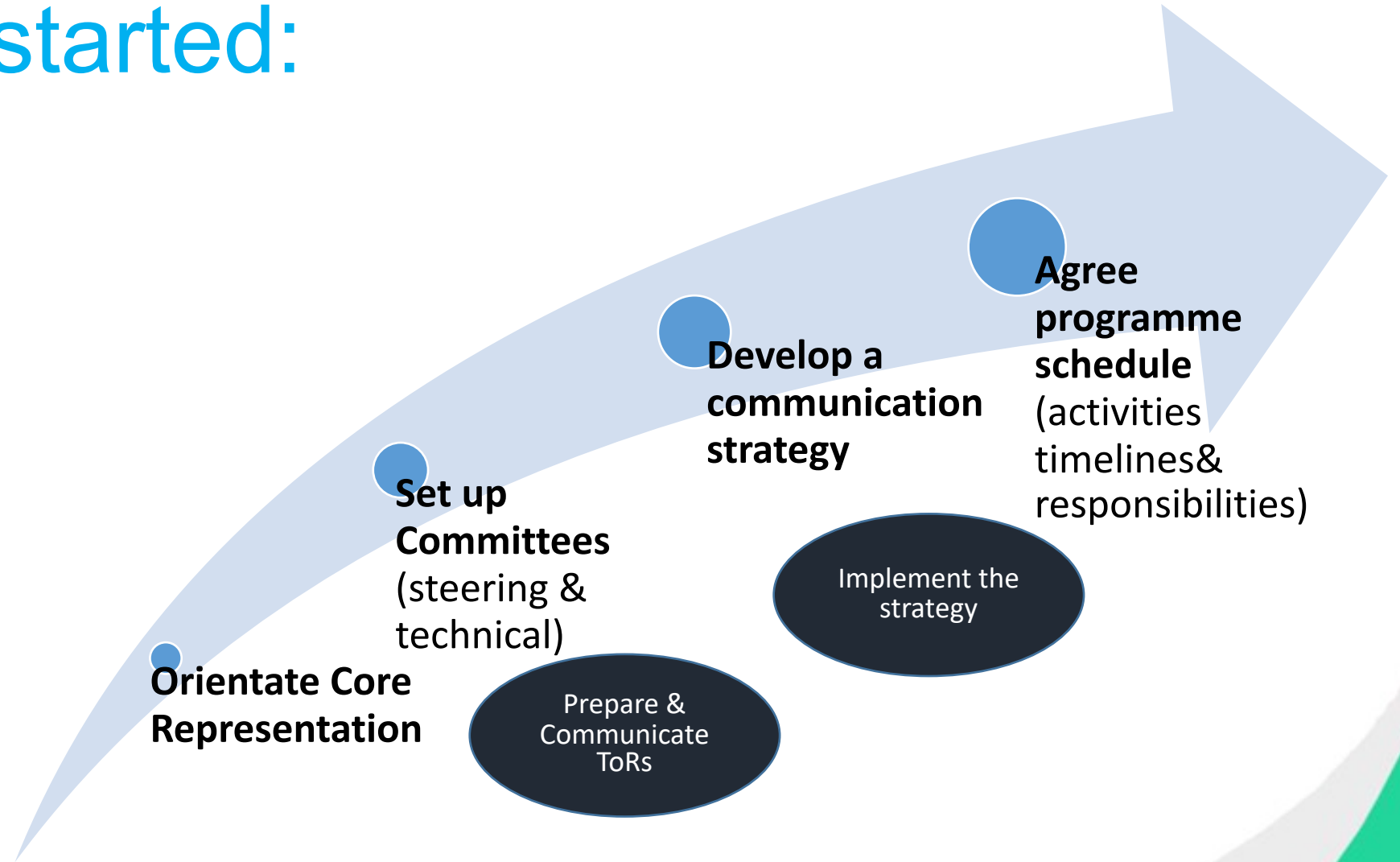


FAILURE

CP reforms efforts do not translate into measurable improvements in the delivery of public goods services.



Getting started:



Committees Criteria

Steering Committee:

- Reform mindedness;
- Sufficient leadership position;
- Authority to grant, and/or obtain necessary approvals;
- Willingness to serve

Technical Working Group:

- Identifiable specialist expertise;
- Availability and willingness to serve;
- Access to information and Senior management;
- Provision of information & knowledge (ownership);
- Ability to team-play with passion;
- ICT compliance

Committees Membership

Steering Committee

1. Commissioner, (or)
HoS (or)
Director General (or)
Executive Secretary:
Chairman

Others

1. PS
2. Directors (or equivalent)
3. Management Level Direct
Technical Staff

Chief Accounting Officer (of MDA concerned): Secretary

Technical Working Group

1. MDA Chief Accounting Officer:
Chairman
1. All Directors
2. Select Technical Staff
(representation of departments)
3. Secretary appointed by
consensus

(consider technical skills, & broad-spectrum knowledge of State Set-up and particular MDA)

Discussion

- Comments and Clarifications
- Next Steps



Questions, Comments, Observations

THANK YOU