Strategic and Business Planning Tool

Templates to help do strategic and business planning.
Objectives of strategic/business planning

- Update external trends and changes in the **external environment** and the implications for the organization
- Review **stakeholder expectations** and whether current services and priorities are aligned with those expectations
- Assess **strengths, weaknesses and key challenges** in the way ahead
- Update **risks** and identify major mitigation gaps
- Update **workload trends** and projections
- Review the **financial situation** and key financial pressures
- Review **people priorities** and major competency gaps
- Review **performance results**
- Review **the status of current initiatives** and projects
- Identify/update the **strategic priorities and projects** for the next three years, and confirm accountabilities for leading and delivering the projects
- Prepare **project implementation plans**
Strategic and business planning—Overall approach

Environmental scan
- External trends
- Best practices
- Sector-wide trends

Strategic priorities and projects *(how we get there)*
- Key strategic directions and priorities
- Milestones for the next 3 years
- Status of current projects
- Strategic priorities and projects

“As is” baseline assessment *(where we are now)*
- Strengths, weaknesses and key challenges in the way ahead
- Risk assessment
- Client demand and workload
- Financial situation
- People priorities
- Performance assessment

“To be” desired state *(where we want to be)*
- Confirm stakeholder expectations and satisfaction levels
- Vision/objectives
- Values/guiding principles

Implementation planning
- Project governance
- Project plans
Decide on the scope of the planning

1. Environmental scan and external trends
   Confirm external trends, best practices and overall opportunities in the sector.

2. Confirm stakeholder expectations
   Develop a stakeholder map identifying key partners and clients and interconnections, and confirm stakeholder expectations and satisfaction levels.

3. Do internal scan
   Assess strengths and weaknesses and identify key challenges facing the organization.

4. Identify major risks and mitigation gaps
   Identify the key risks and assess whether the risk mitigation measures are adequate and new mitigation measures are required.

5. Forecast client demand and workload
   Identify indicators of the size of the clientele and demand, collect trend information and forecast yearly workload in the way ahead.

6. Confirm financial situation
   Report on the current financial situation, identify financial pressures and risks, and confirm future focus of resource management.

7. Assess people priorities
   Report on the current workforce, identify skills gaps and review key human resource challenges in the way ahead.

8. Assess performance results
   Confirm expected results and performance indicators, review performance information, assess whether performance is meeting target, and compare with external benchmarks.

9. Identify strategic priorities and projects
   Confirm key strategic directions, the status of ongoing initiatives, key milestones, strategic priorities and key projects for the next three years.

10. Prepare detailed implementation plans
    Prepare detailed plans and confirm governance (e.g., project leaders/champions, project management, coordination).

Key planning elements or steps are shown in this chart. Not all elements need to be addressed, or some elements can be addressed in less detail than others.
Environmental Scan and External Trends

External trends, best practices, and government-wide trends.

**Environmental scan**
1. Identify external trends affecting the organization.
2. Identify best practices being pursued by other similar organizations.
3. Identify overall sector, industry or government-wide trends and their impact on the organization.
4. Assess implications for the strategic directions and priorities of the organization.
Confirm strategic direction and priorities

External trends/ Best practices

- Xxx
- Xxx
- Xxx
- Xxx
- Xxx
- Xxx
- Xxx

Key questions
- What are the key external trends affecting the organization? What are the best practices?

Implications for the organization

- Xxx
- Xxx
- Xxx
- Xxx
- Xxx
- Xxx
- xxx

Key questions
- What impact could these trends have on the strategic priorities of the organization?
Stakeholder expectations

Who the key stakeholders are, their expectations of the organization, shifts in their expectations, stakeholder satisfaction levels, and issues and gaps in meeting their expectations.

Confirm stakeholder expectations

1. Based on manager/stakeholder feedback, consultations, interviews and drawing from client surveys/evaluations, confirm stakeholder expectations and shifts in expectations.
2. Assess stakeholder satisfaction levels (high, medium or low satisfaction level).
3. Identify issues and gaps, and opportunities for improvement based on stakeholder feedback.
4. Review scope of activities and objectives/outcomes to ensure they are aligned with stakeholder expectations.
Confirm client/stakeholder expectations and satisfaction levels

Assess client/stakeholder satisfaction levels and the implications for the delivery of the program or service.

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<thead>
<tr>
<th>Stakeholders</th>
<th>Expectations</th>
<th>Satisfaction (high, med, low)</th>
<th>Issues/Gaps</th>
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**Key questions**
- Are service standards/expectations being met?
- Do stakeholders and/or clients have any major issues or concerns?
- What is the overall satisfaction level?
Confirm activities, objectives and desired outcomes of the program/service

Scope of the activities

- Xxx
- Xxx

Objectives

- Xxx
- Xxx

Desired outcomes

- Xxx
- Xxx

Key questions

- *Is the scope of activities carried out appropriate?*
- *Are the key objectives and desired outcomes aligned with stakeholder expectations? What should be their relative priority?*
Internal Scan

Strengths, weaknesses and challenges facing the organization.

**Internal scan**
1. Discuss strengths and weaknesses.
2. Identify key challenges in the way ahead.
Internal scan—Review strengths, weaknesses and key challenges

What were the overall strengths during the last year—what went really well?

- Xxx
- Xxx
- Xxx
- Xxx
- Xxx

What were the overall weaknesses during the last year—which areas require improvement?
What are the gaps?

- Xxx
- Xxx
- Xxx
- Xxx

What are the key challenges and pressures in the way ahead?

- Xxx
- Xxx
- Xxx
- Xxx
- Xxx
Risks

The key risks being addressed, including level of risk, whether the risks are increasing, decreasing or stable, mitigation measures in place and gaps that exist. These risks can be external (e.g., security threats) or internal (e.g., availability of specialized expertise).

Identify major risks and mitigation gaps

1. Identify the key risks and the extent to which these risks are currently being mitigated.
2. Assess the level of risk (likelihood and impact), whether the risk is increasing, decreasing or stable, mitigation measures in place and gaps that exist, and the overall level of priority of the risk (based on the level of risk and the mitigation gaps).
3. Assess whether the risk mitigation measures are adequate, and whether existing resources are aligned with the highest risks.
4. Identify new mitigation measures required.
Identify key risks, mitigation measures and gaps

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<thead>
<tr>
<th>Risk Description of risk</th>
<th>Impact (hi, med, low)</th>
<th>Likelihood (hi, med, low)</th>
<th>Trend (increasing, decreasing, stable)</th>
<th>Mitigation measures (and gaps)</th>
<th>Priority (hi, med, low)</th>
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</thead>
<tbody>
<tr>
<td>Identify and describe the key risks</td>
<td>Assess the level of risk (likelihood and impact), using a rating system of high, medium, low</td>
<td>Assess whether the risk is increasing, decreasing or stable</td>
<td>Identify mitigation measures in place</td>
<td>Assess the overall level of priority of the risk (based on the level of risk and the mitigation gaps), using a rating of high, medium, low</td>
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<td>If applicable, distinguish between external and internal risks</td>
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<td>Risk Description of risk</td>
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**Key questions**

- What are the key risks that the program or service is striving to address?
- What is the likelihood, impact and trend for each risk?
- Are risk mitigation measures in place adequate?
- What is the overall priority of each risk based on the level of risk and mitigation gaps?
Trends in client demand and workload

The key client groups and the level of demand for the services, the trend in the demand, and the key workload drivers that influence demand.

Forecast client demand and workload

1. Forecast yearly workload in the years ahead.
2. Determine implications re capacity required to meet demand/workload.
Review workload trends

- Identify key workload indicators
- Collect data to assess trends
- Estimate baseline forecast in the way ahead
- Assess implications for priorities in the way ahead

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**Key questions**
- Is the workload increasing, decreasing or stable?
- What is the projected workload in the way ahead (e.g., baseline forecast)?
- How much does this workload fluctuate during the year, or from year to year?
- Is the type of program or services required changing?
Financial status report, financial pressures and risks, and the future focus of resource management.

**Review financial situation**

1. Summarize current financial situation (e.g., yearly trend in expenditures, spending versus budget, lapsing of funds, major cost items, mix between salaries and operating costs).
2. Identify financial pressures and risks.
3. Identify key challenges in the way ahead.
## Update financial status

### What are the highlights of the financial status of the organization?
- Xxx
- Xxx
- Xxx

### What financial pressures and risks is the organization facing?
- Xxx
- Xxx
- Xxx

### What can be expected in the way ahead?
- Xxx
- Xxx
- Xxx
People priorities

Current workforce, skills gaps and key human resource (HR) challenges.

Assess people priorities

1. Assess the current situation against key human resources indicators.
2. Identify gaps or issues that may exist in terms of competencies at the organizational level.
3. Identify key human resources challenges.
4. Confirm competencies/skills required in the way ahead.
5. Confirm human resources priorities in the way ahead.
Assess people/ workplace health

- Identify/confirm relevant indicators
- Obtain data on current situation
- Confirm current organization targets
- Compare actuals to organization targets and benchmarks

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Actual</th>
<th>Target</th>
<th>Benchmark</th>
<th>Assessment</th>
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<tbody>
<tr>
<td>Employee satisfaction (as per results of employee survey)</td>
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<td>___%</td>
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<td>Employee turnover rate</td>
<td>Less than ___%</td>
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<td>Percent job vacancies</td>
<td>Less than ___%</td>
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<td>Average number of days of sick leave per employee per year</td>
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<td>Number of formal complaints/grievances</td>
<td>Nil</td>
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<td>Number of overtime hours as a percentage of total working hours</td>
<td>___</td>
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<tr>
<td>Achievement of training plans</td>
<td>___%</td>
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Key questions
- What are the key indicators used to measure employee satisfaction and workplace health?
- What are the overall trends?
- How does workplace health compare with external benchmarks?
- What opportunities exist to improve workplace health? What are the main barriers?

Identify/confirm relevant indicators
Obtain data on current situation
Confirm current organization targets
Compare actuals to organization targets and benchmarks
Update people requirements, needs and key challenges

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<thead>
<tr>
<th>Key human resources challenges</th>
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<th>Skills and competencies required in the way ahead</th>
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<thead>
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<th>HR priorities during the next year</th>
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**Key questions**

- Are there gaps in the skills and competencies required by the organization in the way ahead?
- Is the mix of skills staff and expertise appropriate?
- How many vacancies are there? Has staff retention been an issue?
- What should be the focus of human resource development in the way ahead?
Identify key positions, skills and competencies required

<table>
<thead>
<tr>
<th>Activities</th>
<th>Positions/Classifications</th>
<th>Key Competencies</th>
<th>Gaps</th>
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**Key questions**
- Are there gaps in the skills and competencies required?
- Is the mix of skills staff and expertise appropriate?
- Are classification levels at an appropriate level? Are they comparable with those in other organizations?
- Do current competencies meet the required standard?
Performance results

Performance indicators to measure success, and performance against these indicators and targeted levels of performance.

Assess performance results
2. Update performance information for each indicator, including the targets.
3. Assess whether performance for each indicator is meeting target or not. Compare with external benchmarks where information is available.
4. Identify those indicators where the organization is under performing, and changes/improvements are required.
5. Review performance targets as needed.
Confirm expected results and performance indicators (see examples below)

Meet client/stakeholder expectations

Meet program targets
- Outcomes
- Achievement of targets
- Compliance

Engaged stakeholders
- Level of awareness
- Change in behaviour
- Web traffic volume

Timely and responsive service
- Client satisfaction
- Achievement of service standards
- Throughput time/ backlog
- Response time/ availability
- Project delivery on time and budget
- Number of complaints

High quality
- Client satisfaction
- Product quality
- Error rate
- Amount of rework
- Conformity with policies/standards
- Best practices in place

Cost-effective
- Output unit costs
- Level of effort per output
- Utilization rate
- Cost per client
- FTEs/costs as a percent of organization FTEs/costs

Key questions
- What key results is the organization striving to achieve?
- What indicators are used to measure the performance?
- To what extent is performance information available on these indicators?

Results are shown in bold and performance indicators in bullets.
Review current performance and identify gaps

<table>
<thead>
<tr>
<th>Results</th>
<th>Performance Indicators</th>
<th>Metrics/Data sources</th>
<th>Targets</th>
<th>Actual Performance</th>
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**Key questions**

- What indicators are used to measure performance?
- How is the program/service performing on each of the performance indicators?
- What are the targets for each indicator?
- Is the program/service performing at, above or below target?
- What are the reasons for the performance gaps where they exist?
Status of Current Initiatives and Projects

Update the status of ongoing projects and initiatives.

**Identify status of current initiatives and projects**
1. Review the status of current ongoing projects and initiatives.
2. Identify projects that are still outstanding.
Update status of current initiatives and projects

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<th>Strategic Priorities</th>
<th>Projects</th>
<th>Project status</th>
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Strategic Priorities and Projects

Strategic priorities and projects for the upcoming fiscal year(s), key milestones for the next three years, and project plans and governance.

Identify strategic priorities and projects

1. Highlight key external trends.
2. Confirm strategic priorities and projects in the way ahead.
3. Identify key milestones for the next three years.
4. Summarize scope of projects, establish timeframe and identify project leads.
Update strategic priorities and projects

Key questions

- What are the overall strategic priorities during the next three years?
- What specific projects or initiatives are aligned with these priorities?

Strategic priority xxx

- Project xxx
- Xxx
- Xxx

Strategic priority xxx

- Project xxx
- Xxx
- Xxx
What are the key milestones for the next three years?

What are the key milestones over the next three years?

Key questions
- How do we want to be perceived by stakeholders and clients in three years?
- What will be the key milestones to reach?
- Can we establish specific targets for these milestones?
## Identify project timeframes and accountability for leading projects

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Project Objectives and Scope</th>
<th>Timeframe</th>
<th>Lead/support</th>
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**Key questions**
- What is the scope of each project?
- What is the proposed timeframe?
- What governance arrangements should be in place for each project?
- Who is the lead for each project?
(Optional as a follow-up to the planning workshop) Prepare summary work plan for each project, including project objectives, scope of project, targets, implementation strategies, key tasks/steps, key deliverables or milestones, composition of the project team, and key implementation risks.

**Prepare project implementation plans**

1. Prepare an overall critical path that shows how the projects are interrelated (to the extent that they are), the sequencing of the projects (if applicable), and the overall timeframe foreseen for their implementation.
2. Determine the sequencing of the projects in the short, medium and long term. Identify the interrelationships between the work packages.
3. Identify the proposed timelines.
4. Prepare summary project implementation plans.
5. Review with project team.
6. Submit to senior management for approval.
Implementation planning—Critical path

Short term (12 months) | Medium term (1-2 years) | Long term (2-3 years)

Organizational realignments

- Project xxx
  - xxxx
  - xxxx
  - xxxx

New service delivery model

- Project xxx
  - xxxx
  - xxxx
  - xxxx

**Key questions**

- What are the key projects and timeline being proposed for implementation?
- Do certain projects need to be implemented first to enable others?
- Should the projects be grouped into work packages?

Process improvements

- Project xxx
  - xxxx
  - xxxx
  - xxxx

Technology improvements

- Project xxx
  - xxxx
  - xxxx
  - xxxx
Initiate project to xxxx

Objective: xxxx

Scope of project: xxxx

Targets:
• xxx
• xxx
• xxx

Implementation strategies:
• xxx
• xxx
• xxx

Key tasks/steps:
▪ xxx
▪ Xxx
▪ xxx
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▪ xxx
▪ xxx
▪ xxx
▪ xxx
▪ xxx

Key deliverables/milestones:
▪ xxx
▪ xxx
▪ xxx

Project team:
▪ Lead: xxx
▪ Support team: xxx; xxx; xxx

Key implementation risks:
▪ xxx
▪ xxx

Cost implications:
xxx

Time required to implement:
xxx

HR implications:
xxx

IM/IT implications:
xxx

Communications implications:
xxx