

Strategic Management & Planning

PARIS 21/CARICOM NSDS Workshop

Sonia M. Jackson

Director General

Statistical Institute of Jamaica



[Overview of Presentation]

- Definitions & Concepts
- SWOT Analysis
- Developing the Plan
- Defining the Strategies
- Implementing the Plan
- Monitoring & Evaluation



[Definitions & Concepts – Strategic Management]

Strategic Management is concerned with:

- making decisions about an organization's future direction for **growth, renewal and transformation** and
- implementing those policies.
- The strategic management process can be broken into two phases – **strategic planning** and **strategy implementation.**



Definitions & Concepts – Strategic Planning

Strategic Planning is making decisions about:

- Determining the organization's mission;
- Formulating policies to guide the organization in establishing objectives, choosing a strategy, and implementing the chosen strategy;
- Establishing long-range and short-range objectives to achieve the organization's mission;
- Determining the strategies that are to be used in achieving the organization's mission



Definitions & Concepts – Strategy Implementation

Strategy Implementation is concerned with:

- Developing the organizational structure to achieve the strategy;
- Identifying & quantifying the resources required to support the achievement of the objectives
- Ensuring that the activities necessary to accomplish the strategy are performed effectively
- Monitoring the effectiveness of the strategy in achieving the organization's objectives.



Definitions & Concepts – Mission/Vision

- **Mission** is the reason for which the organization exists & what it will do. It describes the products/services to be supplied, the markets to be served and the technology to be applied, if critical.
- **Vision Statement** answers the question, What do we want to become? It is futuristic and long term.



[The SWOT Analysis – The Internal Environment]

- **Strengths**

- **Weaknesses**

- Value systems
- Culture
- Staffing – human resource management
- Organizational Capital
- Support systems in the operating environment
- Financial capital



The SWOT Analysis – The External Environment

- **Opportunities**

- **Threats**

- The changing environment
- The demand for new products & competition
- The economic environment
- Availability of resources
- The culture of the population
- The regulatory framework



Developing the Plan

- Develop a **mission** & a **vision**. The Statistics Act establishes the broad operation framework; the strategic plan will make operational the continual development of the Institution;
- The need to define official statistics and what constitutes NSS and the role of the NSO;
- Understand the environment in which the NSO operates – the internal and the external environments, centralised vis-à-vis decentralised operations within the NSS, who are the participants, etc;
- Build in the need for stakeholder, users & producers participation in the planning and implementation process. Staff members, at all levels, must be included in the planning process;
- Incorporate IT as value added to products and services.



Note: IT is an enabler not a solution

Statistical Institute of Jamaica

Our Mission & Vision

- **Our Mission**

“To provide relevant, timely and accurate statistical information and technical services, consistent with international standards, to our national and international clients.”

- **Our Vision**

“To be a learning organisation that is on the cutting edge of technology and is responsible to the needs of our clients.”



Defining the Strategies

6 Strategic Areas with 9 Strategic Objectives

1. Consolidate HO Operations
 - Reduce costs & improve internal communications
2. Operational Efficiencies
 - Strengthen Human Resource Management Functions
 - Create an organizational structure that is flexible to support the work of the institute
3. Developing the Service Culture
 - Institute client service culture & practices for all products & programmes
 - Develop & implement efficient business processes



[Defining the Strategies cont'd]

4. Improved Technology Platform
 - Strengthen the technology required to support the systems & increase efficiencies
5. Improved Statistical Products & Methodology
 - Understanding user requirements & translate into new products or enhance existing products
 - Strengthen legal framework
6. Acquire Financing
 - Acquire financing & TA to facilitate change



Implementing the Plan

- Establish priorities
- Consider the available resources – IT, human, financial, physical environment, etc, in determining the implementation period and the strategies to be implemented
- It is not necessary to tackle all the strategies at the same time – a phased approach is acceptable
- Seek technical support in the planning and implementation processes if the expertise is not available in-house
- Acknowledge small gains in the process and share the achievements
- Use the Plan as a marketing tool to seek support for technical assistance and financial aid.



[Monitoring & Evaluation]

- Periodic review of the implementation process
 - Obtain feedback from staff/clients/stakeholders
 - Provide regular feedback to major stakeholders, including staff
 - Document and communicate the lessons learnt
 - Acknowledge and share results - achievements and failures
 - Continuous monitoring and review of objectives
- Remember that the Strategic Management process is a continuous cycle. It does not end. The real objective is continual improvement!**



STRATEGIC ACTION PLANNING

The reason for the existence of the organization & establishes the values, beliefs & guidelines for the conduct of business

MISSION

VISION

The long range objectives that will drive the development process and stretch the organization to achieve them.

SWOT Analysis

Internal Environment
Strengths
Weaknesses
- Value systems
- Culture
- Staffing
- Support systems, operating environment

External Environment
Opportunities
Threats
- The changing environment
- The demand for new products
- The economic environment
- Availability of resources

STRATEGIC AREAS FOR DEVELOPMENT
STRATEGIC OBJECTIVES

Strategic Action 1

Strategic Action 2

Strategic Action 3

Strategic Action 4

EVALUATION/FEEDBACK





Thank you

