

STRATEGIC PLANNING CHECKLIST



- ☒ **Planning Process**
- ☒ General description of process implementation included in plan process documentation
- N/A ☐ Consultant used
- ☐ If so, identify: _____
- ☒ Department/agency explanation of how duplication of program operations will be avoided included in plan process documentation
- ☒ Incorporated statewide strategic initiatives
- ☒ Incorporated organization internal workforce plans and information technology plans
- N/A **Analysis Tools Used**
- ☐ SWOT analysis
- ☐ Cost/benefit analysis
- ☐ Financial audit(s)
- ☐ Performance audit(s)
- ☐ Program evaluation(s)
- ☐ Benchmarking for best management practices
- ☐ Benchmarking for best measurement practices
- ☐ Stakeholder or customer surveys
- ☐ Undersecretary management report (Act 160 Report) used
- ☐ Other analysis or evaluation tools used
- ☐ If so, identify: _____
- Attach analysis projects, reports, studies, evaluations, and other analysis tools.
- ☒ **Stakeholders (Customers, Compliers, Expectation Groups, Others) identified**
- ☒ Involved in planning process
- ☐ Discussion of stakeholders included in plan process documentation
- ☒ **Authorization for goals**
- ☒ Authorization exists
- ☐ Authorization needed
- ☐ Authorization included in plan process documentation
- ☒ **External Operating Environment**
- ☒ Factors identified and assessed
- ☒ Description of how external factors may affect plan included in plan process documentation
- ☒ **Formulation of Objectives**
- ☒ Variables (target group; program & policy variables; and external variables) assessed
- ☒ Objectives are SMART
- ☒ **Building Strategies**
- ☐ Organizational capacity analyzed
- ☒ Needed organizational structural or procedural changes identified
- ☒ Resource needs identified
- ☐ Strategies developed to implement needed changes or address resource needs
- ☐ Action plans developed; timelines confirmed; and responsibilities assigned
- ☒ **Building in Accountability**
- ☒ Balanced sets of performance indicators developed for each objective
- ☒ Indicator Documentation Sheets completed
- ☒ Internal accountability process or system implemented to measure progress
- ☒ **Fiscal Impact of Plan**
- ☒ Impact on operating budget
- ☐ Impact on capital outlay budget
- ☐ Means of finance identified for budget change
- ☒ Return on investment determined to be favorable

Office of Risk Management

Strategic Plan Revision –Process Narrative

In February 2009, the Office of Risk Management requested approval from OCR to develop an RFP for Claims Management and Loss Prevention Services. This request followed an extended period of both self-evaluation and external research to determine the feasibility of out-sourcing certain services of the agency. In November 2009, the RFP was issued, with proposals due in February 2010. Final approval of the five year contract with the selected vendor was signed in June 2010. The ORM is currently involved in complex preparations to enter a four Phase implementation of the contract, effective July 1, 2010, that is to provide Claims Adjusting/Management and Loss Prevention services for all lines of insurance coverage for the State of Louisiana.

In multiple planning sessions in May and June of 2010, executive leadership, administrators, and managers considered the following questions:

- *Where are we?*
- *Where do we want to be?*
- *How will we get there?*
- *How will we measure our progress?*

I. Where are we?

We are poised on the edge of certain and extraordinary change that must be carefully planned for, monitored and reviewed. With a contract now in place, our work just begins as the agency and contractor begin the transition of personnel, conversion of data, implementation of new technology systems, etc. The group consensus was that while many things are changing, the core mission of the ORM, to provide a comprehensive risk management program for the state, remains unchanged. The stated vision and philosophy of ORM are also applicable as we move forward.

II. Where do we want to be?

The strategic planning team acknowledged a shared ambition for the five year period FY 2012-2016: the successful continuation of quality services to the state as we implement the four phases, monitor and measure performance of the contract.

Copies of the FY 2006-2013 ORM five year strategic plan document were provided to all participants, and a round-table discussion held to consider the viability of including the stated goals, objectives and strategies under a revised five year strategic plan. Team members that represented the various ORM departments were asked to continue the discussions in separate meetings and report at a future team meeting.

III. How will we get there?

Following the departmental meetings, at the final strategic planning team meeting, the group agreed that only minor adjustments and accommodations should be made to the goals, objectives and strategies included in the FY 2006-2013 ORM five year strategic plan document. The current strategic plan would be relevant to the agency going forward. The team also noted that because of the extraordinary changes that ORM will transition through over the five year contract period (July 1, 2010 – June 30, 2015), the strategic plan should be evaluated on an annual basis by the ORM.

IV. How will we measure our progress?

The strategic planning team reviewed and discussed each performance indicators defined in the FY 2006-2013 ORM plan, and considered where modifications would be advised. The team concurred that revised performance indicators would be of value in management of and benchmarking performance of the contract.