



## V. Drafting Detailed Operational Plans: A Toolkit for Operational Success

### Guidance and seven worksheets for operational planning and success

12. List of Department Objectives
13. Operational Plans – Detailed
14. Benefits for Stakeholders
15. Organization Development Issues
16. Revenue Schedule
17. Organization Structure
18. Next Steps

Now we get to the real work you all will do. These are the operational plans – the day-to-day and month-to-month activities – for everyone involved to achieve the objectives for the year that will lead to achievement of your goals for your vision and mission.

They are all based on what you will do to follow your new strategic directions.

### Operational Planning (1 Year)

- |                            |                               |
|----------------------------|-------------------------------|
| <b>1. Objectives</b>       | Exactly where we want to be   |
| <b>2. Activities</b>       | What we will do day to day    |
| <b>3. Responsibilities</b> | Who does each activity        |
| <b>4. Deadlines</b>        | When it will be completed     |
| <b>5. Indicators</b>       | Steps to indicate progress    |
| <b>6. Support/Budget</b>   | Resources needed              |
| <b>7. Management</b>       | Monitoring and supporting     |
| <b>8. Revenues</b>         | Money, time and materials     |
| <b>9. Next Steps</b>       | Actions to adjust and improve |

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### Step 12: Brainstorm possible objectives and then select definite objectives.

I have seen it work well to have a plenary session for the entire planning group with everyone suggesting objectives for consideration. This is a free-flowing session with many suggestions for any function or department in the organization. It is creative and sometimes eye-opening to have program staff suggest objectives for fundraising, fundraising staff suggest objectives for program, and for all departments to interact with others.

The department or unit then takes all the suggestions and evaluates and determines the objectives it will include – some from this list, some variations, and some entirely new ones. Worksheet P12 can be used first to collect suggestions and then to list the confirmed objectives.

#### **P12 WORKSHEET: SUMMARY OF POSSIBLE OPERATIONAL OBJECTIVES FOR \_\_\_\_\_ (department or unit). Add more lines as needed.**

##### **What are our operational objectives for the coming year?**

- Objectives state exactly what we want to achieve in the given planning period.
- Objectives flow directly from the strategic goals and applicable strategies.
- Objectives determine priorities and steps to contribute to strategic goals.
- An objective is a clear statement of a challenging, stretching, yet possible accomplishment.
- An objective and its activities should be drafted by those who will carry out the work.
- The director or supervisor leads, monitors, and supports the planning and implementation.

##### **Based on the strategic plan, our department or unit will achieve the following objectives:**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

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### Step 13: Draft your operational plans for departments, teams, and individuals.

Objectives state exactly what we want to achieve. Identifying objectives gets us to determine our immediate priority steps to move in the direction of our key goals as we implement our mission.

#### Statement of an Objective and the Means to Achieve It – Your Operational Plans

- A clear statement of a result or accomplishment
- Flows directly from the key goals and strategies and build on the brainstorming above
- Challenging, stretching and possible
- Measurable and specific objective include:
  - ❖ The specific activities and resources needed to succeed
  - ❖ The specific individuals responsible for each activity
  - ❖ Dates of completion for each activity
  - ❖ Progress indicators to assure satisfactory progress

#### Key Outputs of Operational Planning

- Measurable objectives for the year for key revenues and other achievements
- All objectives from all departments and teams work for progress toward the strategic goals.

#### How Progress Is Evaluated

- Objectives are specific and measurable so results can be easily measured.
- Responsibilities are assigned to individuals so accountability is clear.
- An end of project or end of year evaluation is conducted.

#### Progress Indicators

- Progress points along the way to the objective (e.g., a monthly progress, count or report).
- Examples: number of proposals submitted, donors contacted, volunteers recruited, donors giving again, reports or acknowledgements made
- Progress indicators enable the responsible person and supervisor to monitor progress and make changes.

#### Examples of Objectives Which Are Results

- Objectives or results of improved and expanded service delivery
- Objectives or results of major fundraising activities
- Objectives or results of public relations, community outreach and advocacy activities
- Objectives or results of volunteer recruitment and management
- Objectives or results of networking or association building

#### Detailed Operational Plan Worksheet

- Detailed operational plans usually cover one fiscal year or to the end of the current fiscal year.

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- The final plan of the objectives and activities to achieve them should be written by those who will carry them out, led and supported by the supervisor.

**P13 WORKSHEET: OBJECTIVE to \_\_\_\_\_**

for \_\_\_\_\_ (department, unit or individual). Complete for each objective.

**Activities to achieve this objective**

**Person or team responsible**

**Deadlines**

a)

b)

c)

d)

e)

f)

g)

h)

**Progress Indicators (to know we are making progress)**

1)

2)

3)

**Support and Resources Needed**

**Reasons this Might Not Succeed and What to Do about It**

**Overall Supervision Responsibility and Reporting Process**

**Additional Considerations**

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**Step 14: Review and develop your understanding of the benefits you provide.**

A clear statement of benefits we want to provide to participants, donor groups, authorities, and other stakeholders will enable us to verify that the benefits are important to them and to make sure that we do in fact provide them. Be as specific as possible. This can be a good small group activity.

<b>P14 WORKSHEET: BENEFITS TO DONORS AND OTHER KEY STAKEHOLDERS</b>			
<b>Stakeholder Group</b>	<b>Benefit 1</b>	<b>Benefit 2</b>	<b>Benefit 3</b>
Participants or beneficiaries			
Individuals (big gifts)			
Individuals (small gifts)			
Members			
Community			
Local Government			
State or Regional Government			
National Government			
Foundations			
Corporations			
Organizations			
Religious Groups			
Schools			

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### Step 15: Identify needed organization development issues.

This section addresses any other organization development issues which were identified in the research or discussions but were not yet covered in the operational plans for existing departments, units and individuals. New responsibilities may need to be assigned.

For management, the following issues are important and should be included in the strategic and operational plans: 1) monitoring and evaluation, 2) learning and development, 3) training and development, 4) individual roles and responsibilities, 5) management roles and responsibilities, 6) management of change, 7) volunteer development, and other possible topics or issues.

For governance, the following issues are important and should be included in the strategic and operational plans. These issues are responsibilities at the governance level and should be addressed by the board of directors with input from the executive director: 1) approving the strategic plan, annual operational plans, and budgets, 2) approving any major new strategies and program initiatives, 3) assuring a high standard of behavior and ethics throughout the organization, 4) reviewing and assuring the organization's compliance with all legal and financial requirements, 5) reviewing and assuring program evaluations are effectively conducted and used, 6) reviewing the performance, roles and responsibilities of the executive leadership, 7) reviewing the performance, roles and responsibilities of the board of directors and its committees and membership, 8) implementing any changes in board membership and responsibilities needed to support the new strategic directions, and 9) reviewing other major issues as needed.

#### **P15 WORKSHEET: OBJECTIVES FOR ORGANIZATIONAL DEVELOPMENT**

##### **Objectives for the coming year**

##### **Unit, team or person responsible**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

**(Complete worksheet P13 for each organization development objective.)**

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### Step 16: Review and develop Projected Sources of Revenue.

Together the specific objectives should create the Projected Sources of Revenue. This is usually a task for the finance director and/or the executive director.

- Enter the year for this plan.
- Enter last year actual income received for all relevant sources.
- Enter in the current year expected income based on the objectives that we have set.
- Set challenging but realistic increases on a trend basis or best guess for later years.

<b>P16 WORKSHEET</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
Fiscal Year	Actual Income Last Year	Budget for Current Year	Budget for Next Year	Budget for Year After
Local Government				
Regional Government				
National Government				
Foreign Government				
Foundations				
Corporations				
Organizations				
Individuals (big gifts)				
Individuals (small gifts)				
Members				
Partners				
Participants				
Events (net)				
Service Fees				
Interest and Dividends				
Income Producing Activities (net)				
Other Earned Income				
<b>Total Revenue</b>				

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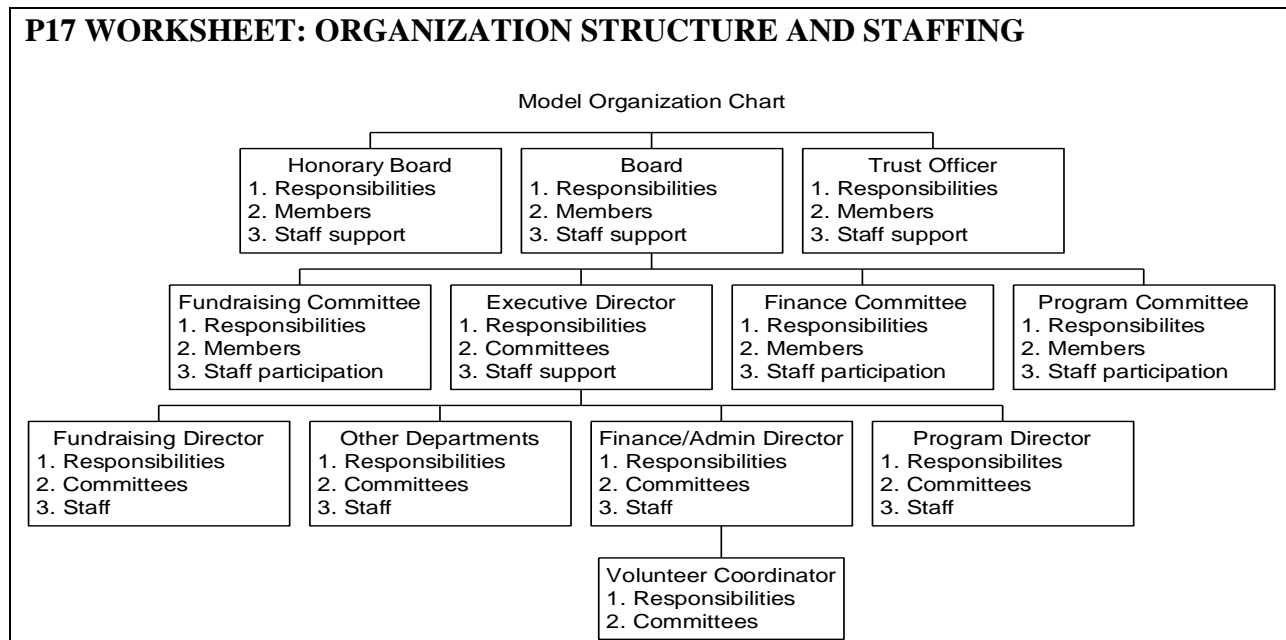
### Step 17: Review and develop structure of the organization.

This is usually a task for the executive director and board of directors.

Implementing a new strategic plan often necessitates a review of organizational structure and staffing. The board and staff should be structured to achieve the established strategic goals. The board should have committees for strategic priorities including, of course, fundraising, finance, and program. Management should have the standard three departments of fundraising, program, and finance/administration plus departments for other major functions. All of these units should have leadership, clear responsibilities, members or staffing, and committees for which they are responsible.

Key recommendations for all NGOs is to have an Honorary Board to support your work, a Trust Officer to assure integrity, and program for volunteer development. These concepts are presented in more detail in my other books.

Adapt the chart as appropriate. Small organizations usually have a simpler structure.





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### Step 18: Review and develop your next steps after the planning.

What is needed to move the planning process forward?

- Involve others to complete the details in the operational plan.
- Base everything in our operational plans on the strategic plan.
- Base everything you do on the operational plans.
- Carry out the plans and report regularly.
- Manage the process on a regular basis.
- Learn what you can do better next time.

#### P18 WORKSHEET: NEXT STEPS TO IMPLEMENT THIS PLAN

<u>Who</u>	<u>What</u>	<u>By When</u>
1. _____	Refine and share the plan as appropriate.	Within 2 weeks
2. _____	Complete any unfinished components.	Within 2 weeks
3. _____	Inform and train others about the plans.	Within 1 month
4. _____	Meet with the Board to secure their agreement.	Within 1 month
5. _____	Implement the plans and support each other.	Ongoing
6. _____	Monitor and report on progress and results.	Ongoing
7. _____		
8. _____		
9. _____		
10. _____		

