



A Strategic Planner for HRD

Strategic planning can be defined as a process of using past experiences to make future decisions. The process is designed to help human resources development (HRD) practitioners or others focus their attention on the outcomes that they desire. Strategic planning is not a one-time effort, but should be done periodically and when new goals or initiatives are created.

This job aid outlines all seven steps of the strategic planning process. Answer the questions for each step. The end result will help you focus on desired outcomes for your organization.

Strategic planning helps HRD practitioners focus on desired outcomes. The planning process consists of these seven separate but interrelated steps.

Step 1: Identify Organizational Values

What behavior expectations do managers have for their employees?

What performance expectations do managers have for their employees?

What behavior expectations do employees have for their managers?

What performance expectations do employees have for their managers?

Do employees and managers feel that the organization positively rewards their work efforts?

Yes No

Does the organization reward process or task orientations?

Yes No

Do workers and managers feel valued and appreciated?

Yes No

What role do leaders (both in and out of management) play in determining or maintaining organizational culture?

How do people communicate?

How are decisions made?

Do workers and managers feel their work activity is “just a job”?

Yes No

Step 2: Identify the HRD Mission

What role will HRD play in achieving the organization's goals?

What population(s) will it serve?

What types of interventions will it conduct?

What outcomes are expected from the interventions?

Step 3: Conduct an Environmental Analysis

Internal

What is the financial condition of the organization?

What abilities do its managers and workers have?

What facilities does it have?

How is the organization structured?

What type of staffing does it have? Does it need?

External

What are the economic conditions of the nation? Region? Locality?

What sociocultural values are predominant?

What technology does the organization use? Will it use in the future?

What external resources are available?

What is the organization's image? Competitive standing?

Step 4: Establish Goals and Objectives

What does the organization want to accomplish this year? Next year?

Where does the organization want to be in five years? Ten years?

What is HRD's role in reaching these goals?

Step 5: Develop Action Plans

How will the goals and objectives be accomplished?

What deadlines exist? What are they?

How will success be measured?

Step 6: Prescribe Reality Testing

What do we need to accomplish this goal?

How do we obtain these resources?

What problems exist in reaching the goal?

How do we defuse potential problems?

Do we need to rethink/rework the strategic plan? The action plan? Yes No

Step 7: Create a Feedback System

How will people be rewarded for reaching goals?

How will feedback be recorded or measured?

Can the feedback system be designed to assist in developing future plans?
