

# **Learning Activity: Strategic Planning Experience**

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# Strategic Planning: Managing Your Resources

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# *Strategic Planning*

- Defined:
  - A plan to CLOSE the organizational gap between where we ARE and where we want to BE.

# Strategic Planning

- More Definition:
  - An upper management-initiated process that sets specific goals and identifies measurable steps for a division or an entire organization taking into account personnel and budgetary resources.



# Strategic Planning

**EXTERNAL** Stakeholders

**INTERNAL** Stakeholders

Continuum of quality service

Today

Future

< Gap >

**OPERATIONAL** environment

Day-to-Day Operations

Resources

# Operational Environment

- Factors

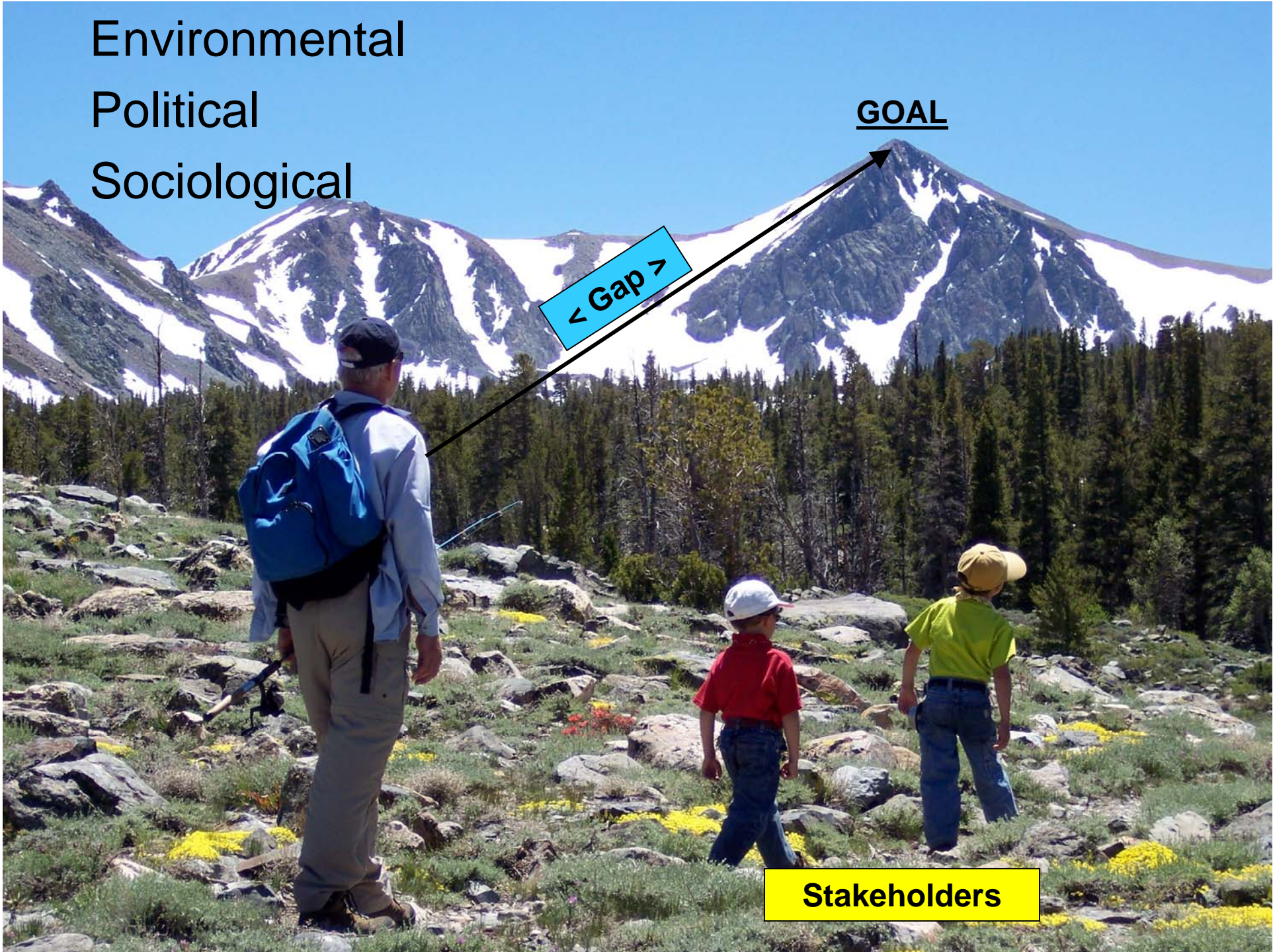
- Sociological
- Economic
- Technological
- Environmental
- Political

Environmental  
Political  
Sociological

GOAL

< Gap >

Stakeholders



# Recruitment & Retention Statistics

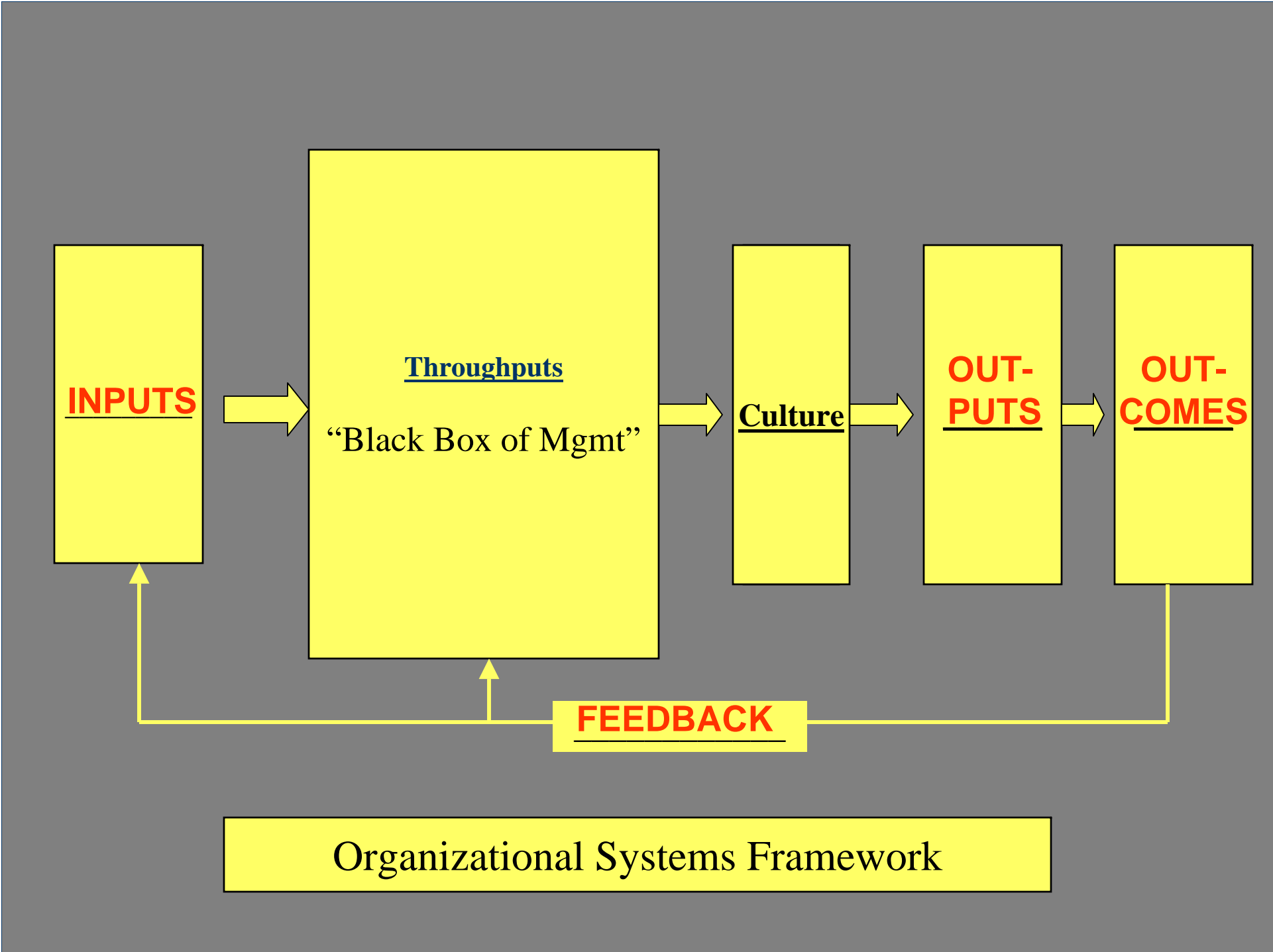
- 145 Agencies
  - 91%...Recruitment is a problem
  - 72%...Retention is a problem
- Strategic Planning
  - 26%...Written recruitment strategic plan
  - 10%...Written retention strategic plan



# Growing Trend of Workforce Planning

## Considers:

- Full employment cycle
- Recruitment
- Hiring
- Training
- Retention
- Succession Planning



# Organizational Systems Framework

- Throughput Components
  - People
  - Technology
  - Organizational STRUCTURE
  - HUMAN RESOURCE Management
  - Communication

# Community Policing Example Sacramento Sheriff's Department



# Questions??



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# Contact Information



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