

ORGANIZATIONAL PLANNING AND MANAGEMENT

PROGRAM DESCRIPTION

Why did the organizers decide to devote one day of the training to the topic of organizational planning and management in a program focused on enforcement, compliance or inspection techniques? A recent training needs assessment revealed that all Themis countries are affected by a lack of human, financial and infrastructural resources to implement environmental legislation to its fullest extent. This training is designed to provide participants with the necessary skill set and resources for good organizational and knowledge management within their organization.

This training will provide tools, lectures, discussions, case studies and exercises to help managers maximize the effectiveness of their organization. Small group exercises and case studies will be used to facilitate discussions in native languages. The participants will also have the opportunity to share their experiences and lessons learned from their organization to inform their colleagues across the region. The overall objective is to provide the participants with information and real world techniques that they can apply to their own organizations.

The program will begin with a power point presentation and a discussion of the importance of organizational management. This will be followed by a small group exercise applying a SWOT analysis identifying the Strengths, Weaknesses, Obstacles and Threats of a hypothetical case study. A SWOT analysis is an assessment technique that is viewed as a valuable tool for project management. The ideal outcome of a SWOT analysis is to serve as a foundation for developing a sound strategy for the organization.

After the small group exercise, the class will reconvene for a discussion of the application of SWOTs based on their individual experience and research. The objective of this session is to practice the SWOT analysis on a hypothetical organization and then encourage the participants to apply the techniques upon return to their home office.

The next session will focus on four core management issues affecting organizations – change, communication, conflict, and knowledge management. The objective of this session is to identify strategies to maximize organizational effectiveness in addressing those four core management issues. A case study showcasing the core issues will be discussed and analyzed by the small groups. The assignment will be to identify potential solutions for each of the 4 issues. After each group reports out, a power point presentation will be given on the core management issues. The session will end with a discussion by the entire class of the solutions presented by the groups and in the lecture, plus incorporating lessons learned from their own experiences. The outcome is to increase awareness of potential solutions so the participants may adapt them to their own organization after the training.

The afternoon session will begin with a discussion on the importance, the purpose and components of organizational planning and goal setting. There is broad agreement that planning is a critical component of good management and governance especially in a changing environment. Most organizations understand the need for an annual work plan with objectives and action items. But how important is a long range strategic plan to an organization?

The participants will be asked to volunteer examples of the planning efforts used in their organizations. These examples will be used to demonstrate the wide variety of ongoing efforts and will not be judged or evaluated.

A power point presentation will cover the framework and steps for strategic planning, and workforce planning.

Strategic planning is the process by which the leadership determines the vision of the organization or what it intends to be in the future and the strategies or how it intends to get there. Simply put, the planning process should answer questions:

- Where is the organization now?
- Where is the organization going?
- How will the organization get there?

Whereas there are many different models and steps for organizational planning, they generally all have the following components:

- Mission statement
- Vision statement
- Guiding principles or values
- SWOT analysis
- Long term objectives
- Strategies to achieve the mission
- Short term goals or priorities
- Action plans

A workforce plan can be one component of a strategic plan. It links the staffing, and knowledge management/succession planning with the desired long term objectives and short term goals of the organization. The workforce issues, goals, objectives and strategies all make up a workforce plan.

After the presentation and discussion, there will be an individual exercise where each participant will be given a list of questions to apply to their situation. The results of this self-assessment will not be shared with anyone else or submitted to the facilitator. The objective is to ask questions of themselves that may be helpful in designing a plan for their organization.

The objectives of this session are to review the benefits and elements of organizational planning and goal setting and to provide an example of a framework for strategic planning and workforce planning.

This discussion on planning will be followed by a workshop to draft hypothetical plans. Instructions and a planning template will be provided. Each participant will be asked to develop a plan for a hypothetical organization of their choice. After describing the organization briefly, they will develop a framework of a strategic plan which will be submitted to the facilitator. This is not a test but a practice exercise. Questions will be answered throughout the session in addition to discussions of issues that may arise during the exercise.

The facilitator will review the hypothetical plans after the training and return them with comments privately to each participant after they return to their home office.

The objective of this session is to apply the elements of planning and goal setting in a practice exercise and to receive feedback. This experience may assist the participants in leading a planning effort in their organization.

The final session of this component of the training is a Self-Assessment for Environmental Compliance and Enforcement Programs. This tool was designed for the Fifth International Conference on Environmental Compliance and Enforcement, held in Monterey, California. This project was initiated to answer the following questions:

- What should be the focus of capacity building efforts?
- What progress is being made through local and regional initiatives?
- How can priority capacity building needs be described to leverage limited resources?
- How can government offices assess and establish priorities for their own environmental compliance and enforcement program implementation?
- What successes and experience can be shared with others?

The format is designed to be informal, descriptive and not evaluative. It is based on internationally applicable frameworks derived from the *Principles of Environmental Enforcement* and the United Nations Environment Program workshops on capacity building.

The Self-Assessment for Environmental Compliance and Enforcement Programs is best completed by a team. It will be sent to you electronically for future use. This self-assessment can be used as an exercise with your colleagues in your organization as part of the planning process. The objective is to provide another self-assessment tool that could be helpful in the planning efforts after the training.

After completing this one day session on Organizational Planning and Management, participants will be able:

- *To define the principles of organizational management and to practice applying a SWOT assessment an organization;*
- *To identify strategies to maximize organizational effectiveness in managing change, communication and resolving conflict;*
- *To recognize the elements and benefits of organizational planning and goal setting;*
- *To apply the elements of planning and goal setting in a practice exercise and develop a hypothetical strategic plan; and*
- *To become acquainted with a self-assessment tool that could be helpful in their organization.*