

*Vision, Mission,
Objectives,
Strategies, and
Action Plans
Guidelines
Supporting
Artifacts for GEA
2.0*

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Final

Strictly Private and
Confidential



1. Introduction

Vision, Mission, Objectives, Strategies, and Action Plans is a practical planning process used to help community groups define a vision and develop practical ways to enact change.

1.1. Vision/Mission Statement Development

Vision and mission statements can be developed either at the beginning or the end of a strategy development process and often come along with the formulation of department core values

Definition

- *Vision* is an inspiring, achievable picture of the future identity of a company; it's a long-term ambition
- The *mission* of a company describes fundamental purpose and basic principles in qualitative terms, describing why it exists and what it does to achieve its vision. It is not an objective with a timeline, but can be either for the long-term or the short-term

Results

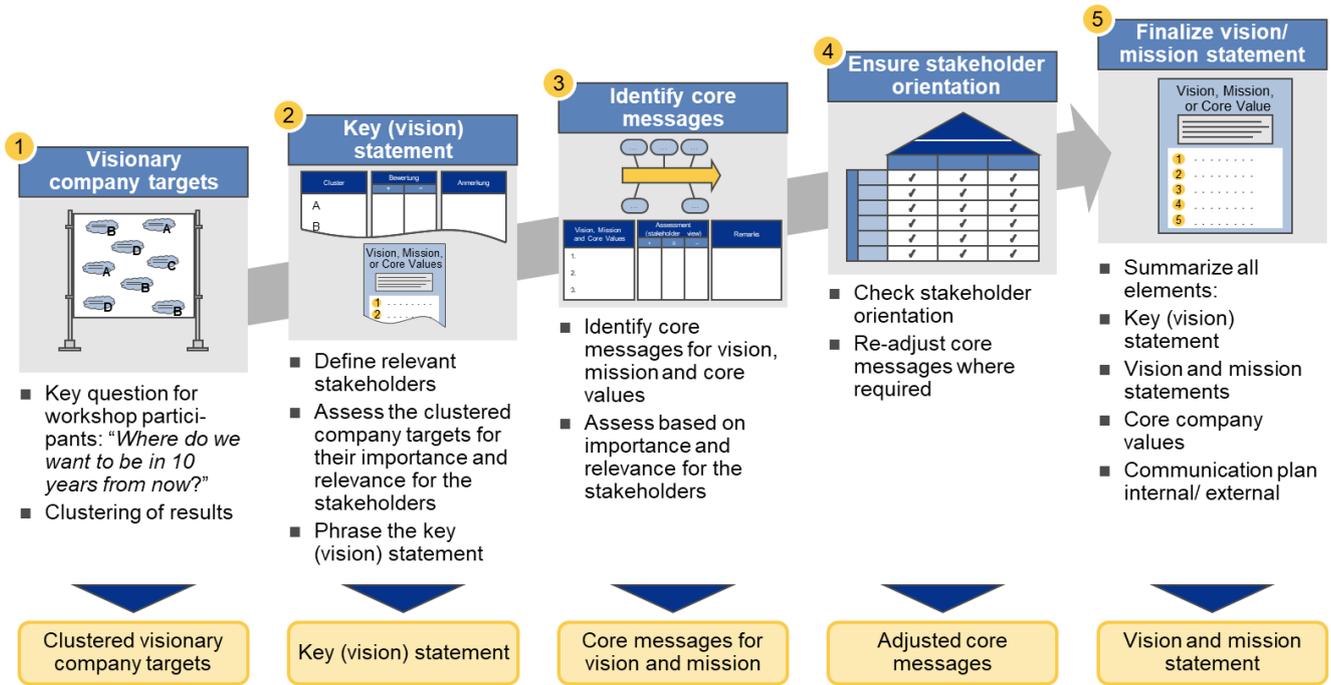
- Provides the basis for the company's strategic planning. It is used to formulate goals and objectives and answers the question: *Where do we want to go?*
- A vision/ mission statement also can summarize strategic goals and objectives after strategy development

Typical Application

- At the beginning of a strategy development to set the frame
- To formulate goals and objectives at the end of a strategy development
- It is often used for communication to employees and other stakeholders
- Vision and mission are often developed along with company core values

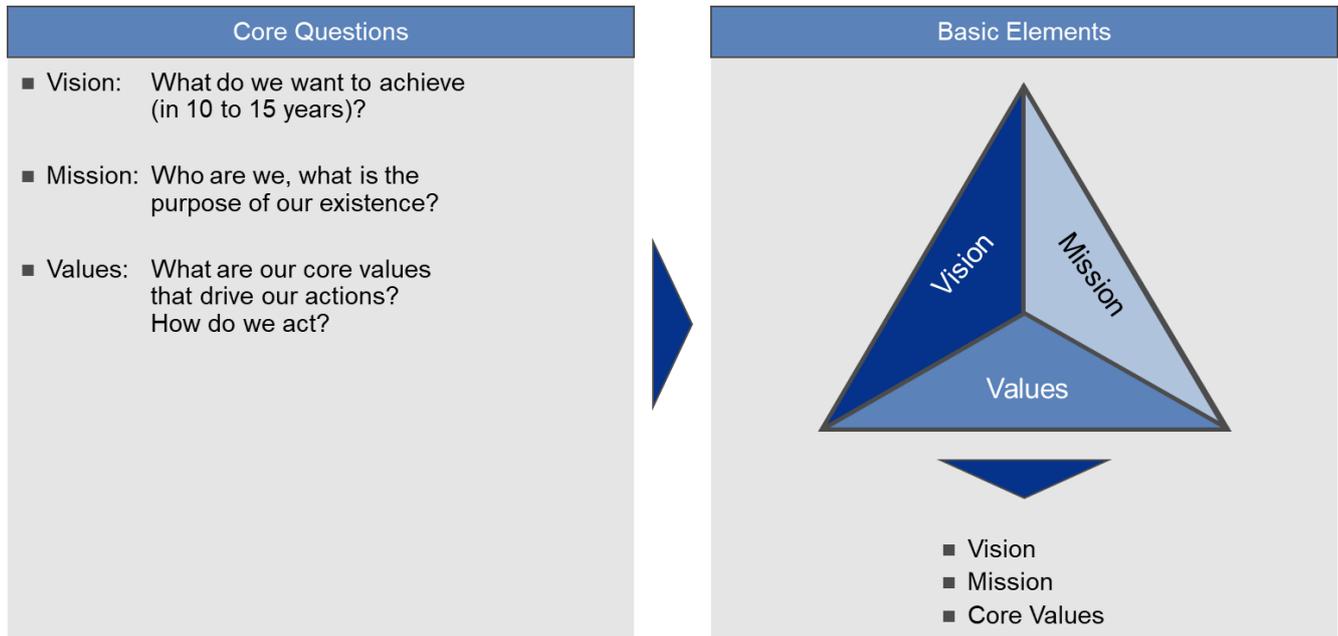
1.2. Vision/Mission Statement Development – Approach

The vision and mission can be developed in five steps



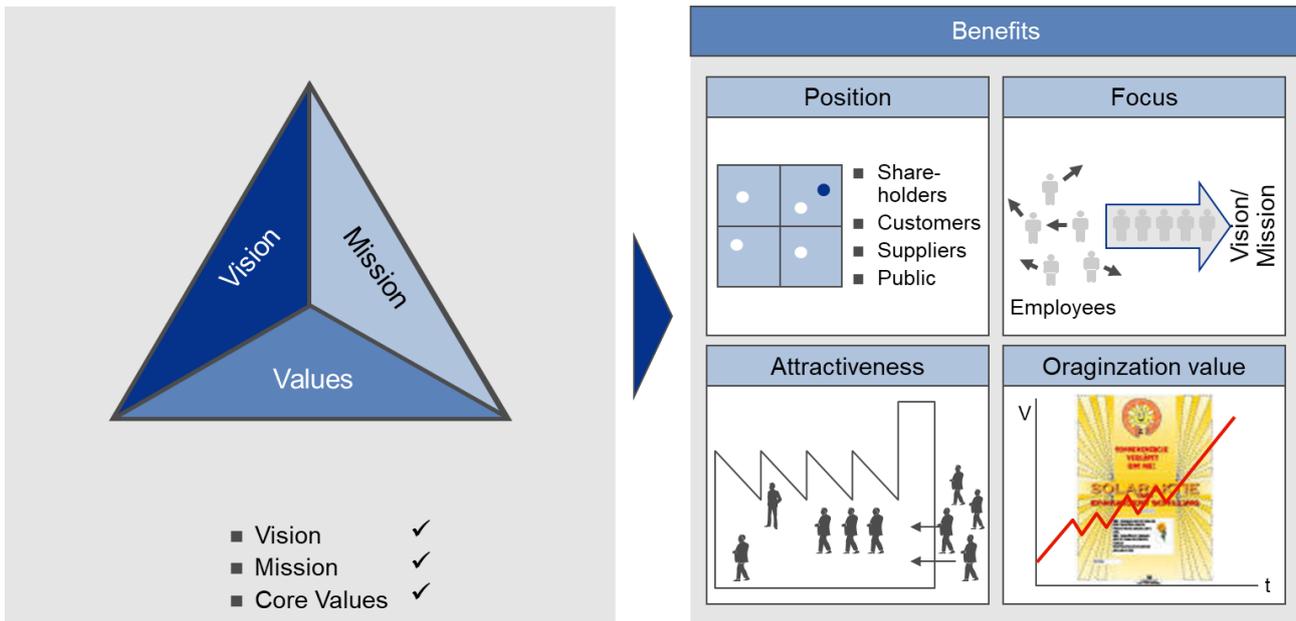
1.3. Vision/Mission Statement: Basic Elements

Along with vision and mission, typically also the core values are developed and communicated



1.4. Vision/Mission Statement: Benefits

Vision and mission statements and core values can generate different benefits for a department when communicated in an appropriate way



1.5. OBJECTIVES (HOW MUCH OF WHAT WILL BE ACCOMPLISHED BY WHEN)

Once an organization has developed its mission statement, its next step is to develop the specific objectives that are focused on achieving that mission. Objectives refer to specific measurable results for the initiative's broad goals. An organization's objectives generally lay out how much of what will be accomplished by when. For example, one of several objectives for a community initiative to promote care and caring for older adults might be: "By 2025 (by when), to increase by 20% (how much) those elders reporting that they are in daily contact with someone who cares about them (of what)."

1.6. STRATEGIES (THE HOW)

The next step in the process is developing your strategies. Strategies explain how the initiative will reach its objectives. Generally, organizations will have a wide variety of strategies that include people from all of the different parts, or sectors, of the community. These strategies range from the very broad, which encompass people and resources from many different parts of the community, to the very specific, which aim at carefully defined areas.

1.7. ACTION PLAN (WHAT CHANGE WILL HAPPEN; WHO WILL DO WHAT BY WHEN TO MAKE IT HAPPEN)

Finally, an organization's action plan describes in great detail exactly how strategies will be implemented to accomplish the objectives developed earlier in this process. The plan refers to: a) specific (community and systems) changes to be sought, and b) the specific action steps necessary to bring about changes in all of the relevant sectors, or parts, of the community.

The key aspects of the intervention or (community and systems) changes to be sought are outlined in the action plan. For example, in a program whose mission is to increase youth interest in politics, one of the strategies might be to teach students about the electoral system. Some of the action steps, then, might be to develop age-



appropriate materials for students, to hold mock elections for candidates in local schools, and to include some teaching time in the curriculum.

Action steps are developed for each component of the intervention or (community and systems) changes to be sought. These include:

- Action step(s): What will happen
- Person(s) responsible: Who will do what
- Date to be completed: Timing of each action step
- Resources required: Resources and support (both what is needed and what's available)
- Barriers or resistance, and a plan to overcome them!
- Collaborators: Who else should know about this action