

# Strategic Planning for the Future of Human Rights



**International Association of  
Official Human Rights Agencies**



**K.L. SCOTT  
& ASSOCIATES**  
ANALYTICS ANALYSIS ADVICE

# SPEAKER SPOTLIGHT

**K.L. Scott & Associates, LLC.**  
*Chief Executive Officer*

- 30 years of experience in management consulting and strategic planning
- Supported over 50 local, state, and federal government agencies deliver high impact transformation
- Lead a consulting firm focused on delivering positive outcomes for all communities through health & social science, digital transformation, and organizational strategy & technical assistance



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Strategy equals execution. All the great ideas and visions in the world are worthless if they can't be implemented rapidly and efficiently. Good leaders delegate and empower others liberally, but they pay attention to details, every day.

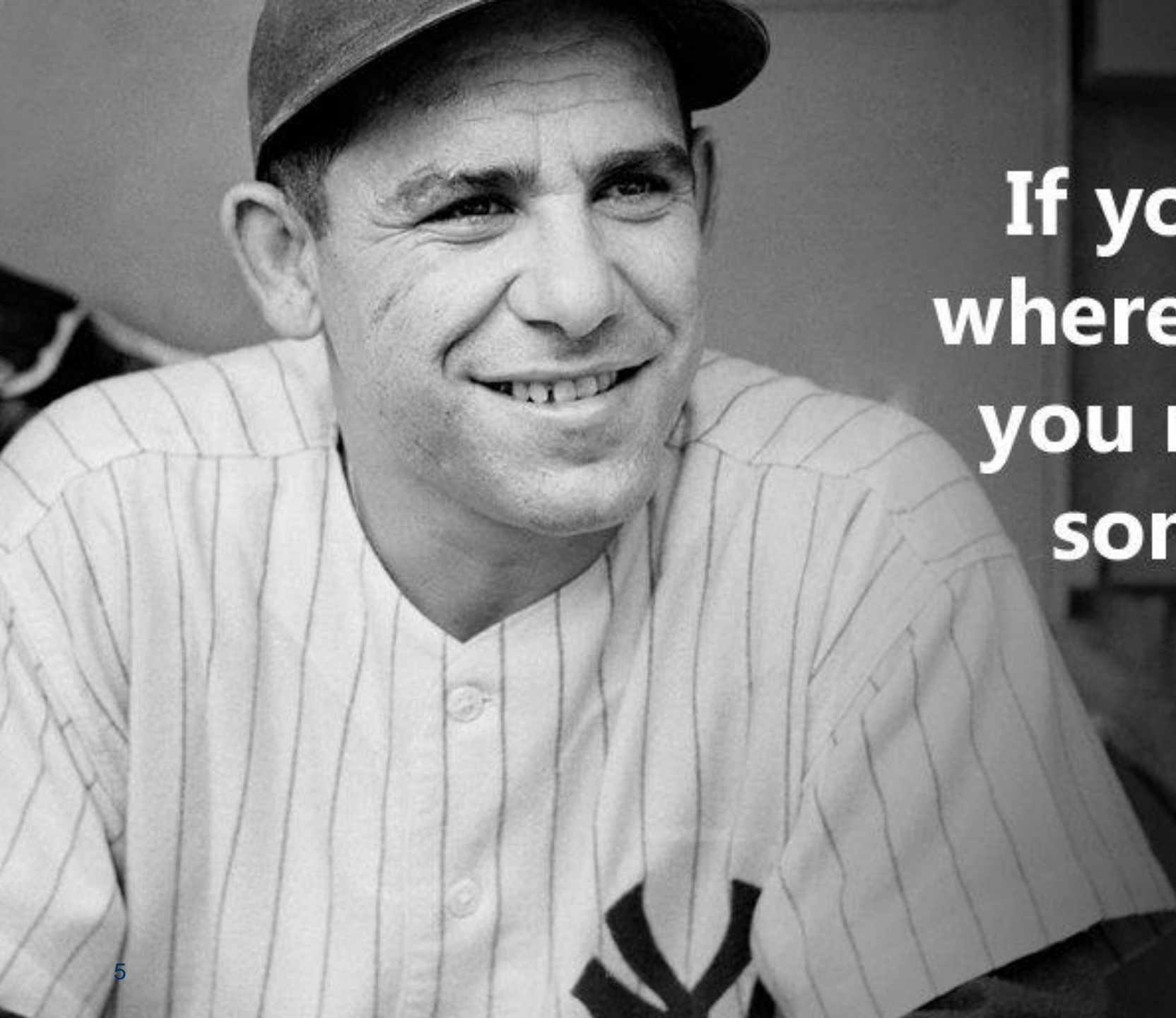
— *Colin Powell* —

**AZ QUOTES**



The greatest **danger** in times of turbulence is not the turbulence; it is to **act with yesterday's logic.**

— *Peter Drucker*



**If you don't know  
where you are going  
you might wind up  
someplace else.**

**YOGI BERRA**

# Strategic thinking requires a change in mindset

*What is the difference between a strategy and a tactic?*

 <b>Strategic Mindset</b>	 <b>Operational Mindset</b>
• Long-term value creation	• Short-term results
• Directional and conceptual	• Detailed and specific
• Broad context and perspective	• Narrow context and perspective
• Planning for the future	• Doing things now
• WHAT to achieve and WHY	• HOW to achieve short-term goals
• Should we do this?	• Could we do this?
• What if? = possibility	• What if? = risk mitigation
• Future state then back	• Current state then forward
• Transforming to what must be	• Optimizing what is

# A Strategy is not a tactic

*"Strategy without tactics is  
the slowest route to victory.*

*Tactics without Strategy is  
the noise before defeat."*

*Sun Tzu*



# Strategy versus Tactic Examples



## Strategy

- Changing brand perception
- Diversifying revenue
- Verticalizing content



## Tactic

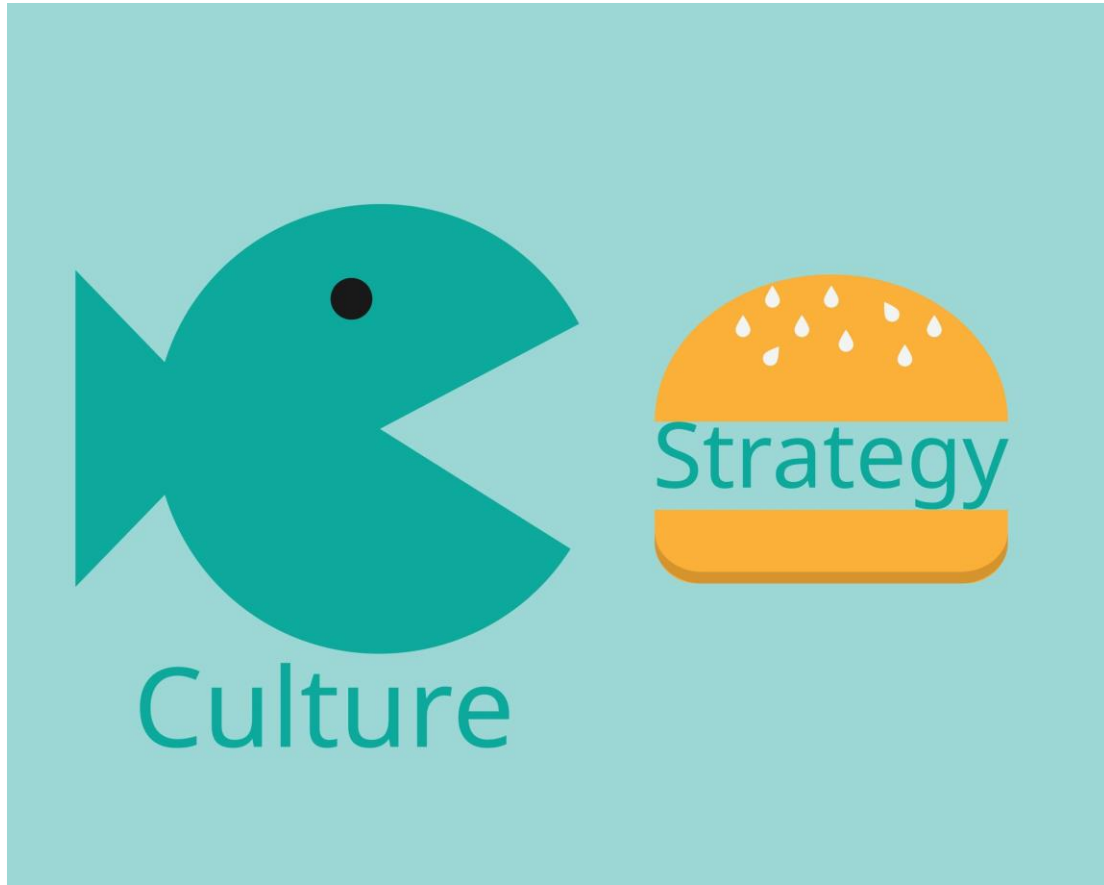
- Putting your brand on a billboard
- Launching a new product
- Building landing pages for each vertical





# Not only will you need to adjust how you think, but also address your organizational culture because ...

*"Culture eats strategy for breakfast"*

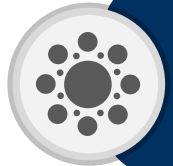


- No matter how strong your strategic plan is, its efficacy will be held back by members of your team if they don't share the proper culture. When it comes down to it, the people implementing the plan are the ones that make all the difference.
- If your employees aren't passionate about your company's vision, they won't be enthusiastic about executing the plan, and then your strategy stands no chance.
- Your Organization will struggle to execute daily strategies, and implementing a new one would be doomed to fail.

# What is culture and what is strategy?



Culture is never definite



Leaders fail to incorporate the appropriate culture



Strategy defines direction  
Culture defines engagement



Culture determines the way you play the game

- Organizational culture is never definite. No matter how hard you work on your perfectly organized strategy, in the end, the people bringing it to life are the ones responsible for its success or its demise.
- Many government leaders and executives focus on the financial, rational, and legal side of the business, but they fail to incorporate the appropriate culture. Culture is the way your organization operates toward fulfilling your goals—but it also includes the behavior and core values of each employee.
- While strategy defines direction and focus, culture is the habitat in which strategy lives or dies. **Strategy** focuses on resourcefulness and skillfulness, while **culture** defines engagement, passion, and execution.
- With proper strategy, you create the rules for playing, but culture determines the way the game will be played.



# **Components of a Strategic Plan**

# The Truth about Strategic Plans...

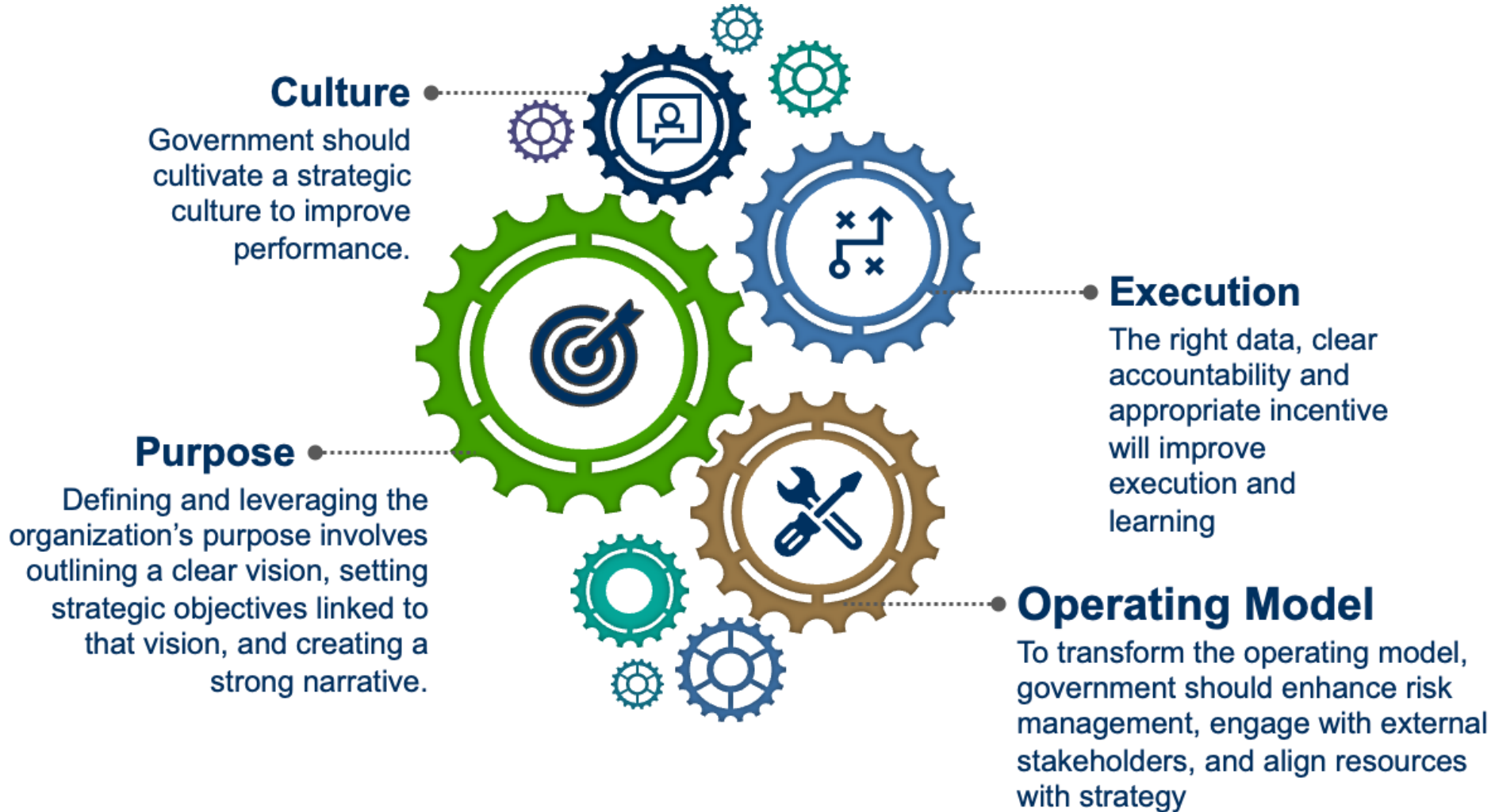
**77%**

of organizations that successfully execute their strategic plan effectively translate their strategy into operational mechanisms and monitor day-to-day progress.

Source: Harvard Business Review

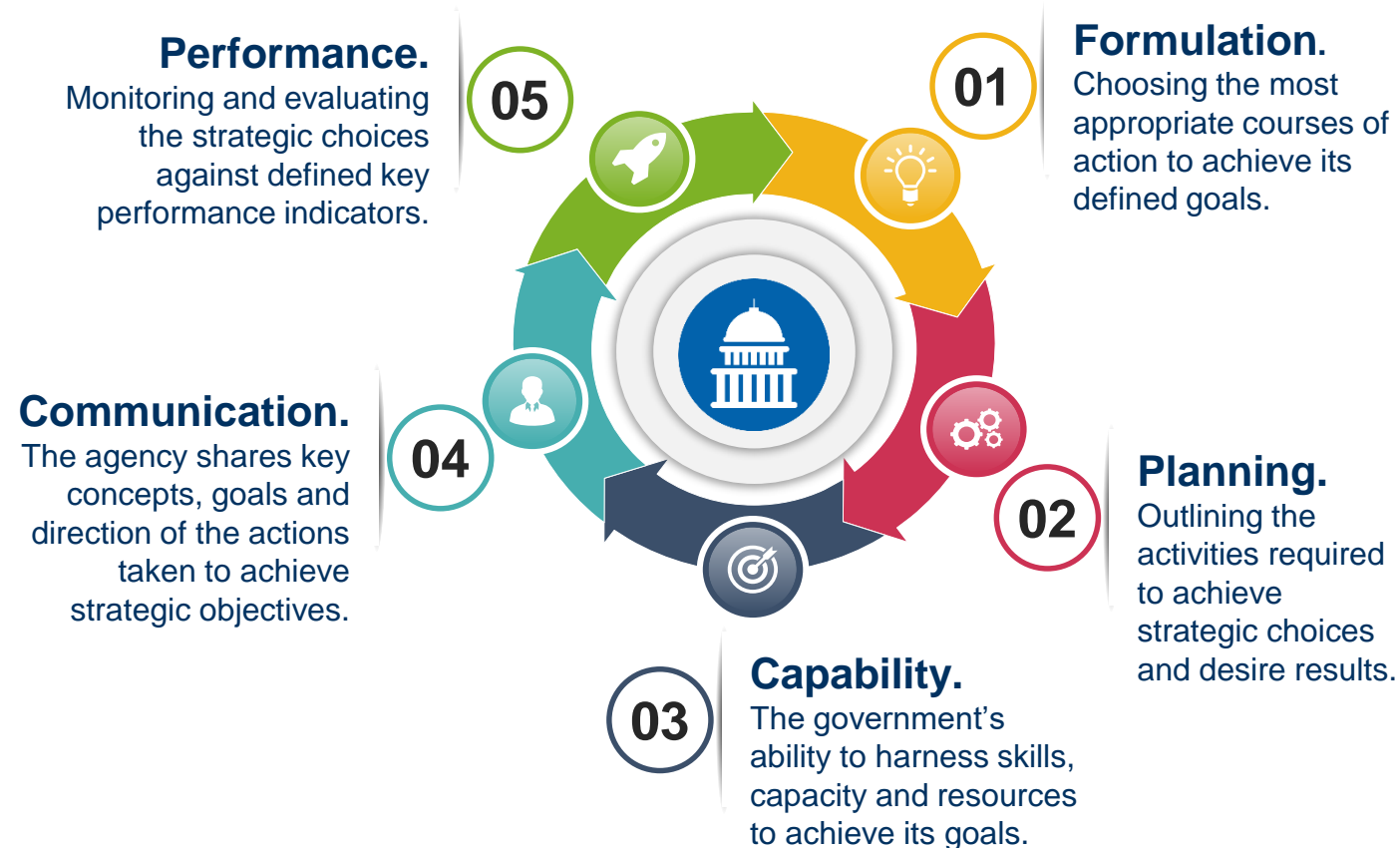


# Strategic planning and sustained execution are needed to anticipate and navigate complexity and challenges facing organizational leaders



# Strategic planning sets a framework that establishes the stage for improvement and effective governance

*Strategic plan execution demands excellence in five (5) primary areas.*



# The type of strategic plan depends on the need and the vision of government leaders

## 4 Types of Strategic Planning Models

“The most important result that government agencies receive from strategic planning is not the strategic plan itself, but the insight gained from the process of strategic planning.”

- Keith Scott, CEO



# Because government is affected by internal and external environments, the plan must be flexible to account for changes





# Strategic Planning Hierarchy



# Strategy-focused Organization Maturity



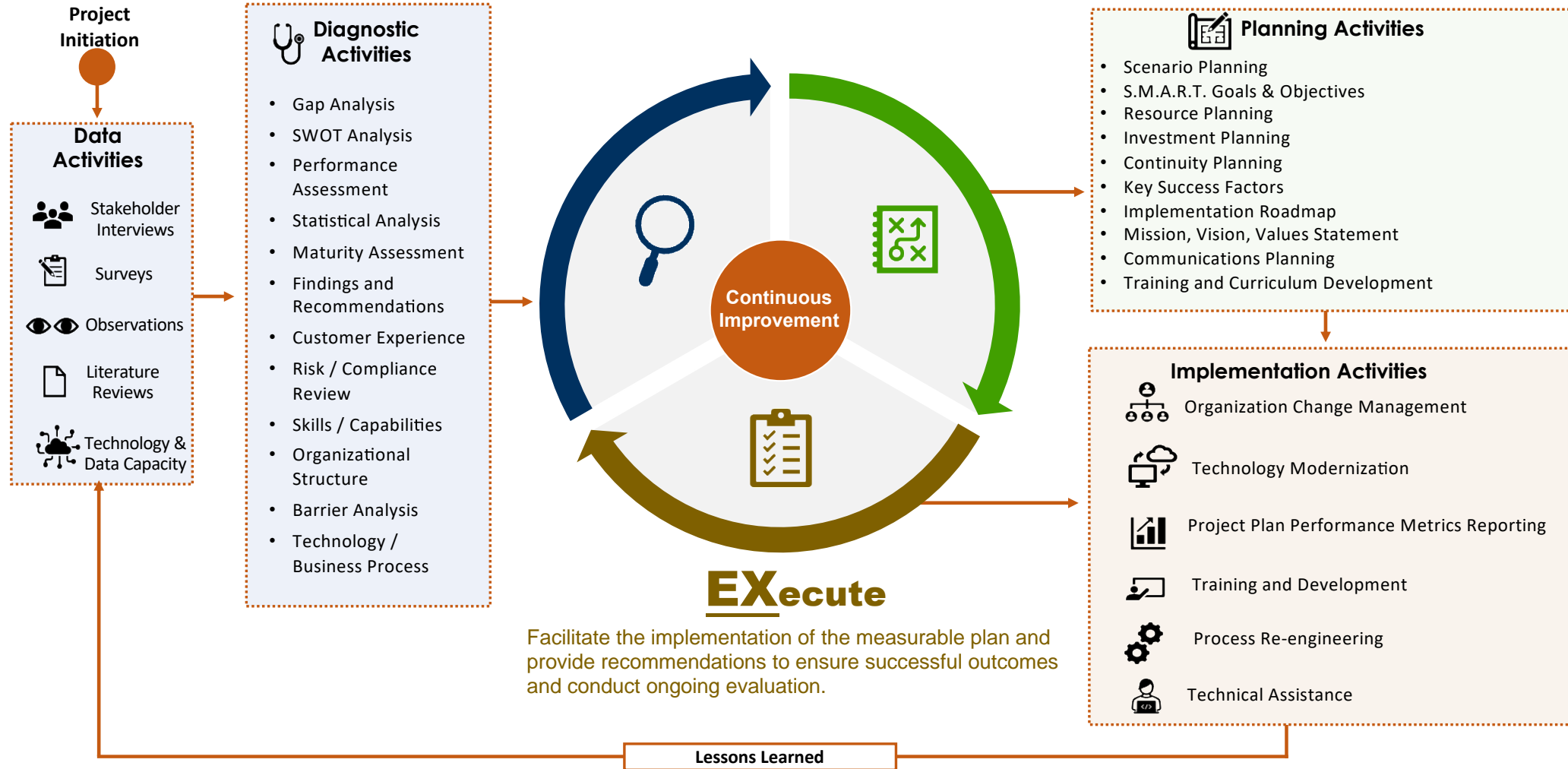
# KLSA administers our APEX™ strategic planning framework supports government transformation from visioning to execution

## Assess

Determine the current status by collecting and analyzing a variety of quantitative and qualitative data.

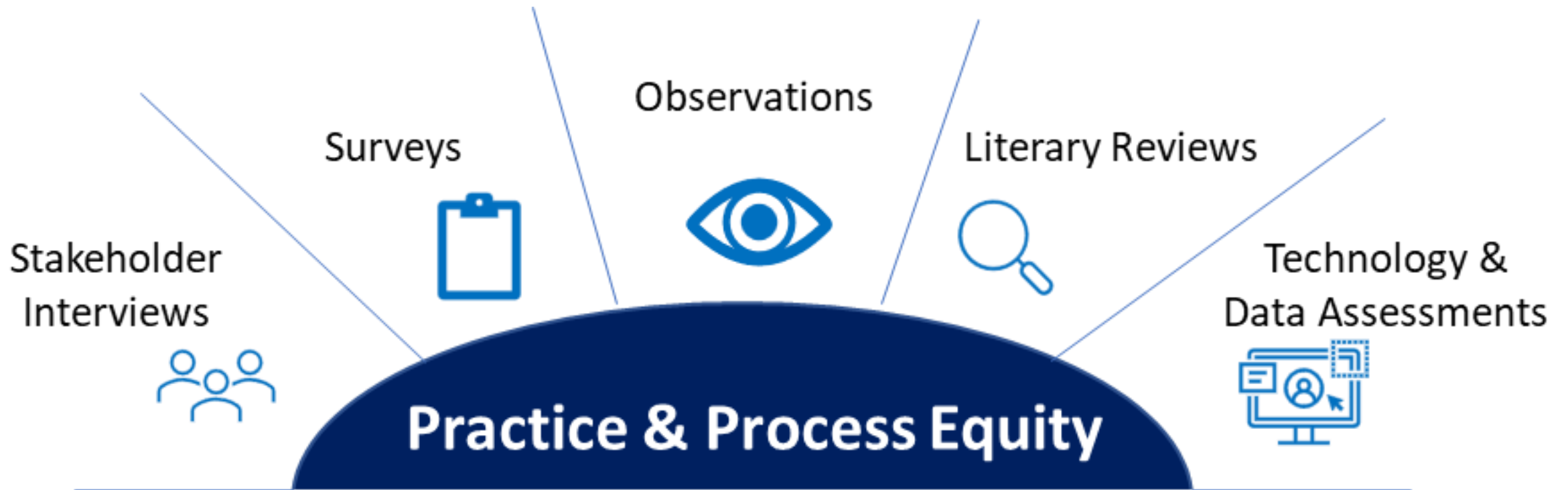
## Plan

Use findings to identify areas of improvement and develop a plan to implement measurable actions.



# Successful organizations develop and implement data-driven strategic plans, but it starts with accurate data sources

*Quantitative and Qualitative data collection delivers insights to inform the strategy*



# Analyzing the current state requires a best practice strategic planning tools depending on organizational objective



## PESTEL Analysis

- Measuring the Political Economic Social Technological Environment and Legal impacts to the organization
- Primarily an external point of view



## SWOT Analysis

- Measuring the Strengths Weaknesses Opportunities and Threats of the organization
- Reviewing both internal and external impacts to the organization



## SOAR Analysis

- Measuring the Strengths, Opportunities, Aspirations, and Results of the organization
- Focused on the positive helps organizations identify and leverage their strengths and opportunities, align their aspirations, and define measurable results.

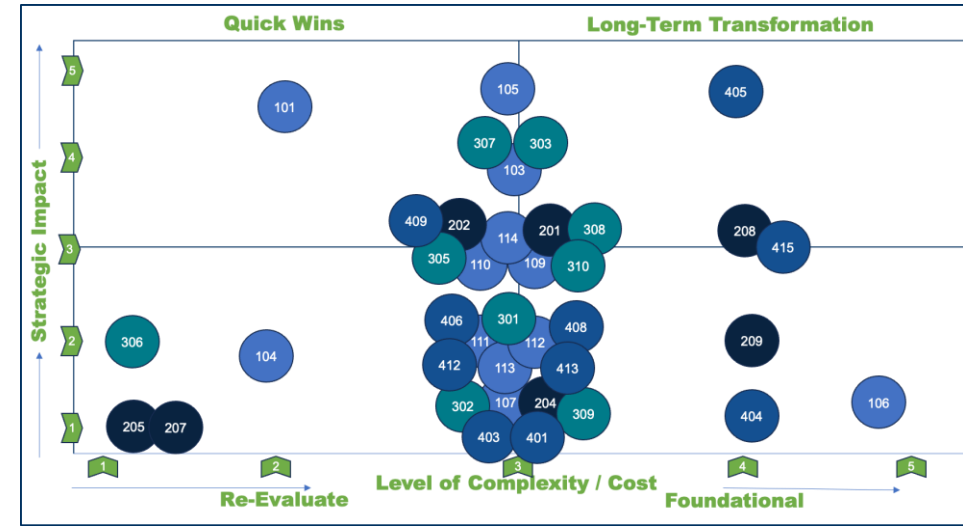
# Strategic Planning is a multi-step collaborative process requiring key stakeholders

## Identify S.M.A.R.T. Goals & Objectives

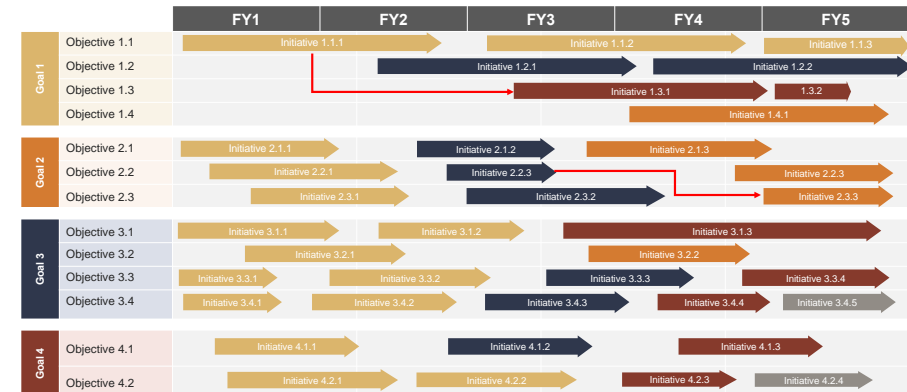
Goal n: Foster a Responsive Workforce that is Future Focused.	
Objectives	
1.1 Develop an enterprise-wide staffing strategy that can evolve to meet changes in external and internal needs	
Strategies	
1.1.1	Align administrative structure, resources, and maintain a comprehensive staffing model to meet organizational demands
1.1.2	Conduct a workforce study to assess staffing levels and skill capabilities
1.1.3	Identify, justify, and communicate the financial and human resources required to support the mission, with a cross-programmatic budget formulation process that is aligned with the forecasting and trend analysis.



## Prioritize Strategies



## Implementation Roadmap



## Build the Business Case & Project Charters

3 Project Charter Document (Example)			
Project Title	ABC Project	Project Manager	Alex Geller
Project Start Date	October 2022	Project Sponsor	Randy Hadden
Project End Date	September 2025		
Key Activities		Expected Outcomes	
<ul style="list-style-type: none"> <li>Acquire new document management system through procurement process</li> <li>Hire a technical writer to produce documents</li> <li>Establish standard document filing taxonomy</li> <li>Automate document review workflow</li> </ul>	<ul style="list-style-type: none"> <li>Project initiated to reduce the manual approvals by 25%</li> <li>To track the approvals easily and reduce search times by 15%</li> <li>To reduce any discrepancies and data loss by 75%</li> </ul>		
Project Scope	Reduce document management process and improve delivery of project information across organization.	Deliverables	<ol style="list-style-type: none"> <li>Generate consolidated project status report</li> <li>Extract global Headcount details for all projects</li> </ol>
Risk and Issues	<ol style="list-style-type: none"> <li>State discrepancy due to large amount of projects</li> <li>Involvement of multiple teams</li> </ol>	Assumptions/Dependencies	<ol style="list-style-type: none"> <li>All Global IT projects to be added to the tool</li> <li>Managers to provide regular updates for the projects</li> </ol>
Estimated Cost of Projected			
\$2.5 to \$2.95 million over three years			
Milestones Schedule			
Milestone	Target Completion Date	Actual Date	
Complete software selection process	May 20, 2024	TBD	
Complete central document repository	September 30, 2024	TBD	
Convert all paper to digital format and store in repository	June 30, 2025	TBD	
Project Team		Approval/Review Committee	
Project Manager	Lorelai Stephan	Sponsor	Randy Hadden
Project Manager	Alex Geller	Business Division Head	Monica Christopher
Team Member	Vice President, Senior Manager, Analyst	Business Unit Head	Rory Gilmore
		Finance Manager	David Muller

# Structure your plan to identify S.M.A.R.T. (Specific, Measurable, Achievable, Relevant, and Time-bound) goals and objectives

**1** →

Each strategic goal has a series of **objectives** that support achieving the strategic goal.

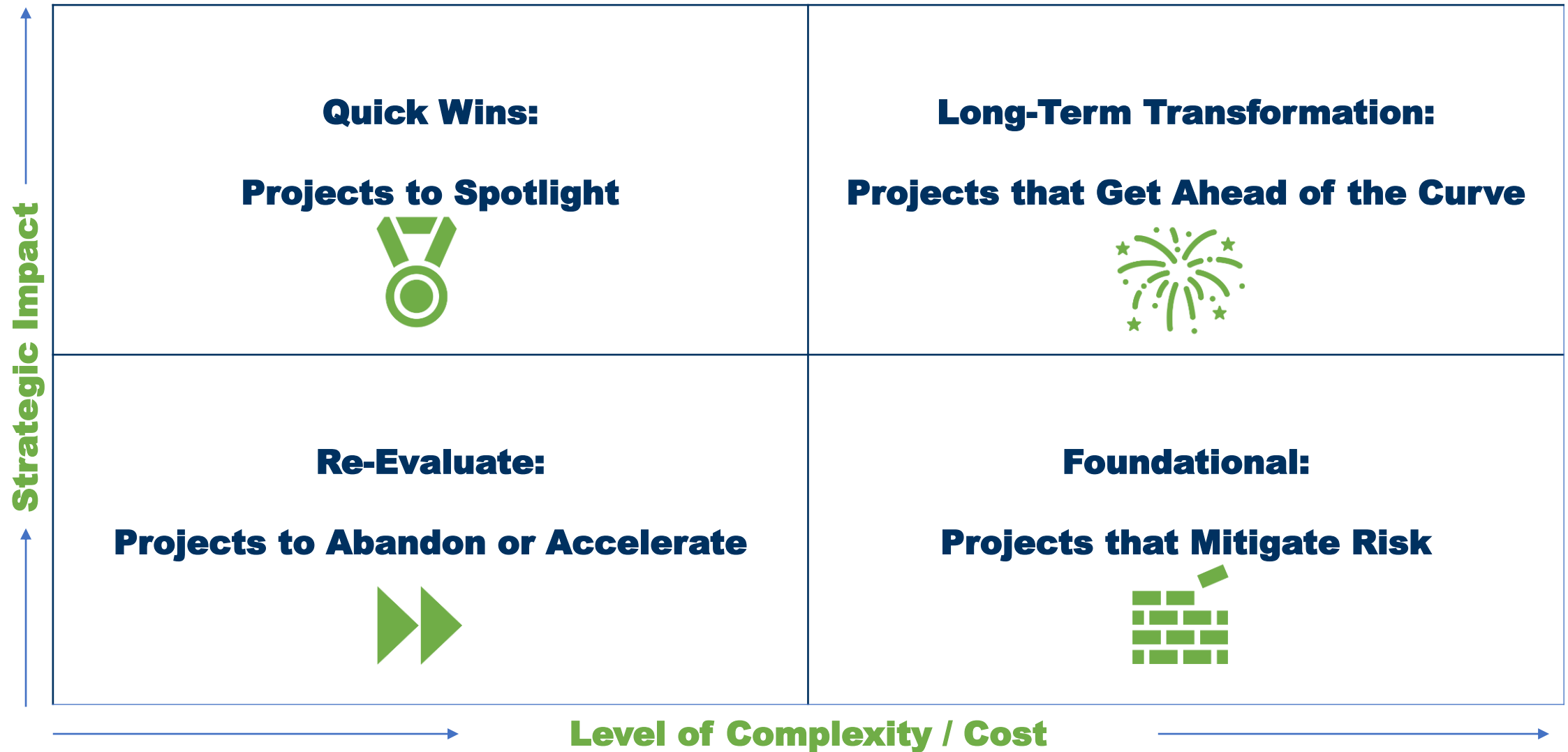
**2** →

Each objective has a series of **strategies** that will be implemented to achieve the objective and ultimately the strategic goal.

**3** →

<b>Goal <i>n</i>: Foster a Responsive Workforce that is Future Focused.</b>	
<b>Objectives</b>	
<b>1.1 Develop an enterprise-wide staffing strategy that can evolve to meet changes in external and internal needs</b>	
<b>Strategies</b>	
<b>1.1.1</b>	Align administrative structure, resources, and maintain a comprehensive staffing model to meet organizational demands
<b>1.1.2</b>	Conduct a workforce study to assess staffing levels and skill capabilities
<b>1.1.3</b>	Identify, justify, and communicate the financial and human resources required to support the mission, with a cross-programmatic budget formulation process that is aligned with the forecasting and trend analysis.

# Leaders must prioritize their strategies to accomplish ‘short’, ‘mid’, and ‘long’ – term goals

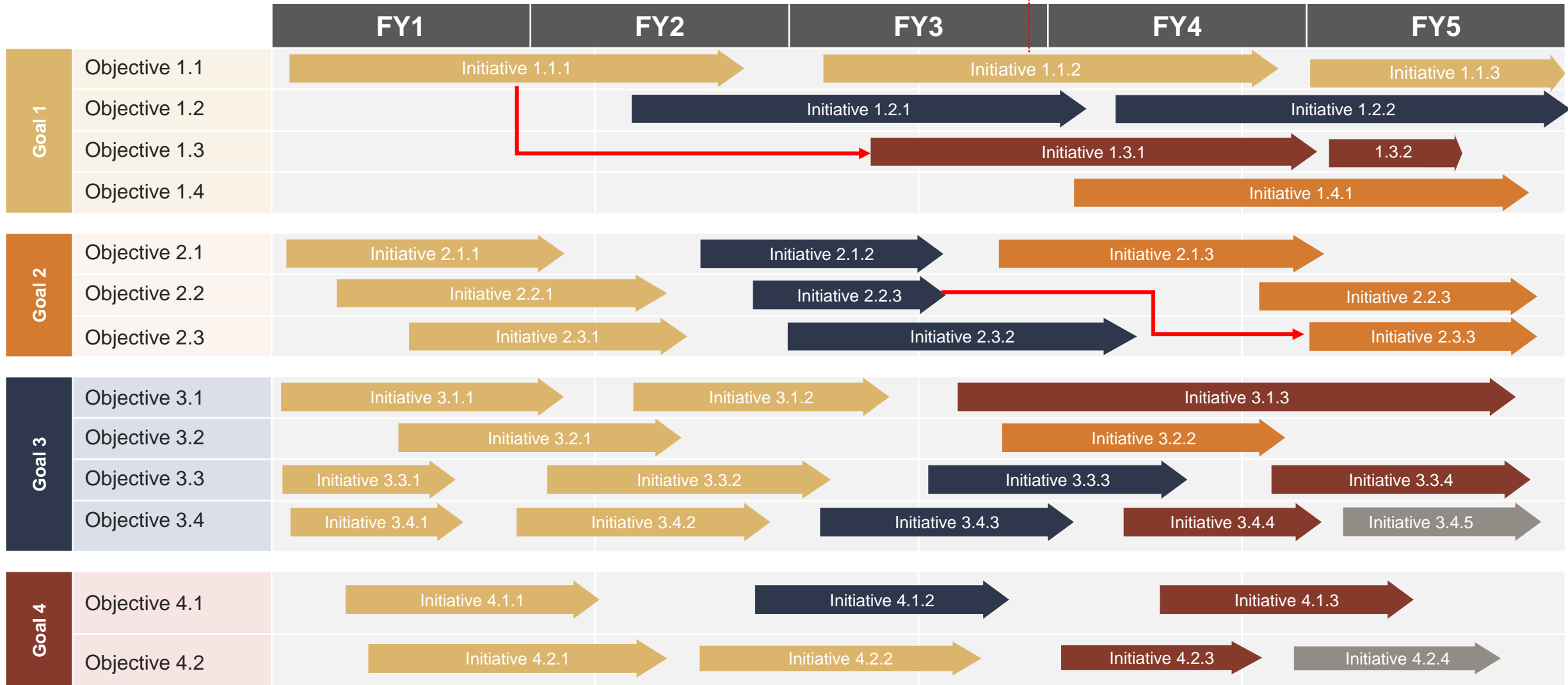




# Strategic Plan and Roadmap (Example)

3 Each Initiative will have an associated detailed project plan.

TASK NAME	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Develop Project Charter	Business Case - Why are we doing this? How does it contribute to the Goal & Mission?											
Develop Business Case & Investment Est.	We have the resources and executive support to move forward with this activity.											
Review Business Case & Actions	Work/Activity Plan is Completed											
Align Project Resources	Annual Strategic Plan Review											
Assign Program Lead & Develop Project Plan	Annual Strategic Plan Review											
Project/Activity Implementation	Key Performance Measures are identified and become part of the work plan for reporting											
Executive Dashboard/ Performance Reports												
Performance Management & Control												
Close Out Business Learning Lessons												



# 3 Project Charter Document (Example)

<b>Project Title</b>	ABC Project
<b>Project Start Date</b>	October 2022
<b>Project End Date</b>	September 2025

<b>Project Manager</b>	Alex Geller
<b>Project Sponsor</b>	Randy Hadden

## Key Activities Expected Outcomes

- Acquire new document management system through procurement process
- Hire a technical writer to produce documents
- Establish standard document filing taxonomy
- Automate document review workflow

- Project initiated to reduce the manual approvals by 25%
- To track the approvals easily and reduce search times by 15%
- To reduce any discrepancies and data loss by 75%

## Project Scope Deliverables

Reduce document management process and improve delivery of project information across organization.

1. Generate consolidated project status report
2. Extract global Headcount details for all projects

## Risk and Issues Assumptions/Dependencies

1. Data discrepancy due to large amount of projects
2. Involvement of multiple teams

1. All Global IT projects to be added to the tool
2. Managers to provide regular updates for the projects

## Estimated Cost of Projected

\$2.5 to \$2.95 million over three years

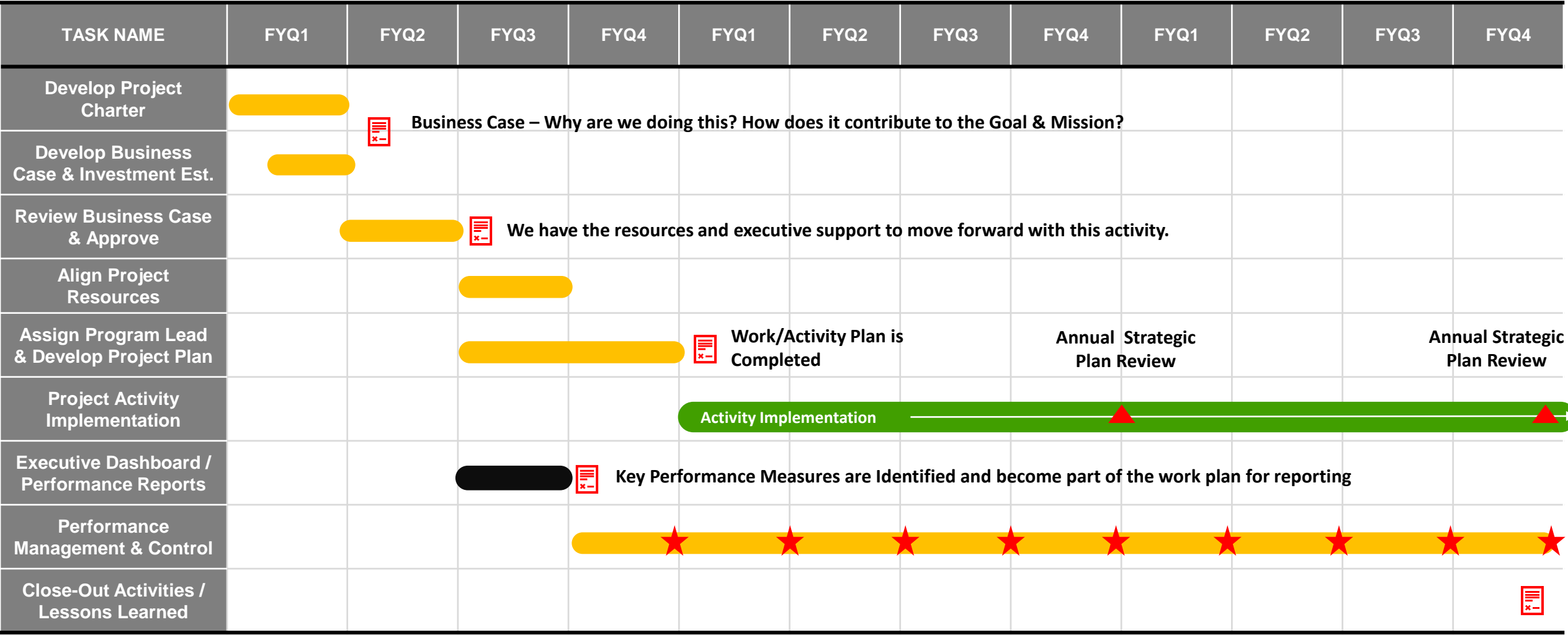
## Milestones Schedule






Milestone	Target Completion Date	Actual Date
Complete software selection process	May 20, 2024	TBD
Complete central document repository	September 30, 2024	
Convert all paper to digital format and store in repository	June 30, 2025	TBD

## Project Team Approval/Review Committee

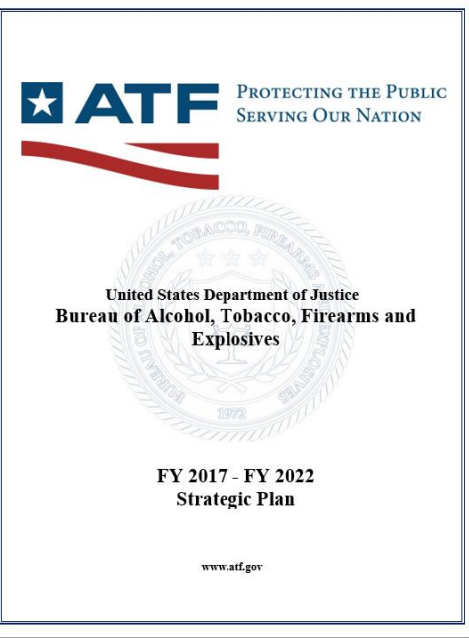
<b>Project Manager</b>	Lorelai Stephen	<b>Sponsor</b>	Randy Hadden
<b>Project Manager</b>	Alex Geller	<b>Business Division Head</b>	Monica Christopher
<b>Team Member</b>	Vice President, Senior Manager, Analyst	<b>Business Unit Head</b>	Rory Gilmore
		<b>Finance Manager</b>	David Muller

# 3 Project Management of Strategic Activity (Example)



-  Monthly Status Reports
-  Project Planning and Initiation
- Close all contracts, budgets, and document lessons learned**
-  Plan / Milestone Deliverable
-  Implementation
-  Performance Management & Control

# Executing the strategic plan should be centrally managed and monitored to be successful

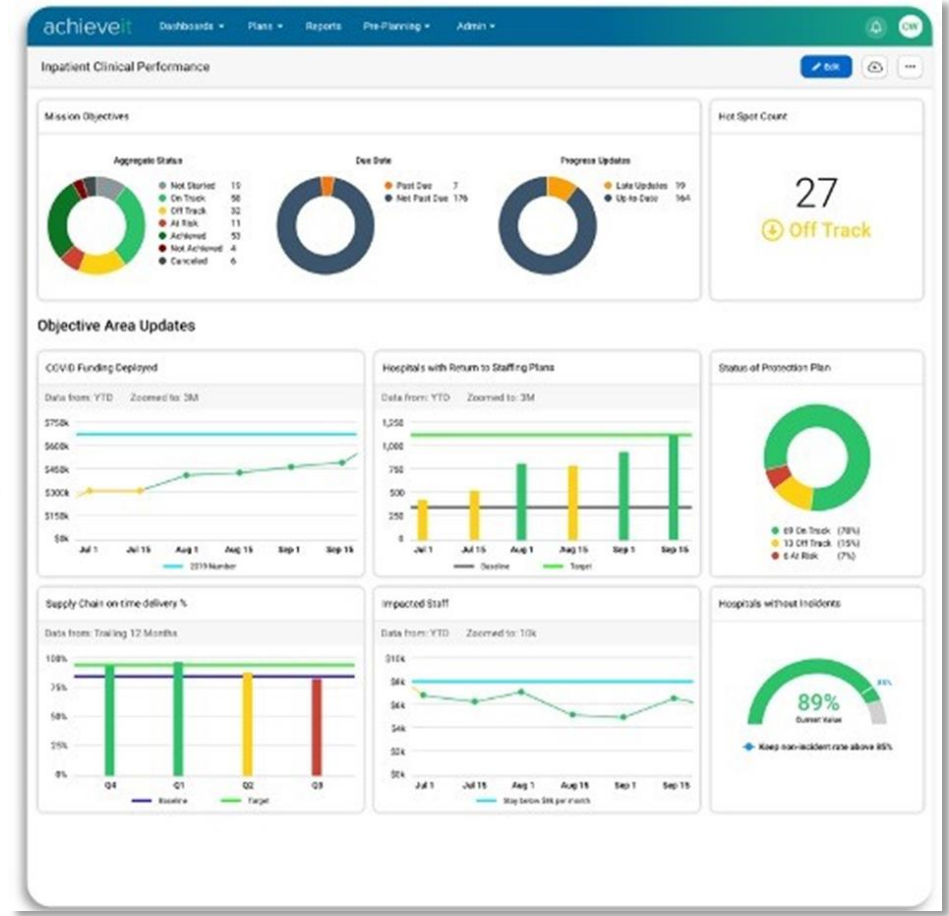
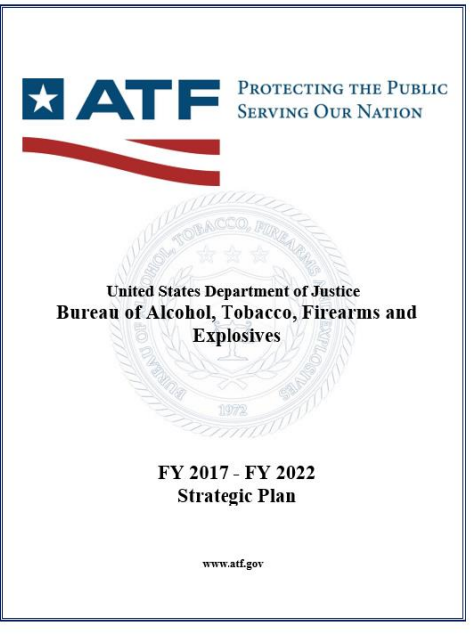


#	Level	Indented Name	Status	Metric Description	Current Value	Last Updated	Assigned To
	Plan	ATF - Protecting The Public Serving Our Nation	On Track			2/28/2022	
1	Strategic Goal	Deter Illegal Firearms Trafficking and Violent Gun Crime	On Track			2/28/2022	
1.1	Strategic Objective	Deter illegal firearms trafficking and violent gun crime through a systematic approach	On Track			2/28/2022	Todd Haines (Achievet Admin)
1.1.1	Initiative	Fully implement an intelligence-driven approach to illegal firearms trafficking and violent gun crime	On Track			2/28/2022	Todd Haines (Achievet Admin)
1.1.2	Initiative	Address emerging challenges presented by internet-based illegal firearms trafficking	On Track			2/28/2022	Todd Haines (Achievet Admin)
1.1.3	Initiative	Refine and enhance our inspection process	On Track			2/28/2022	
1.1.4	Initiative	Train ATF personnel, law enforcement organizations, and prosecutors	Off Track			2/28/2022	
2	Strategic Goal	Combat Criminal Organizations	On Track			2/28/2022	
2.1	Strategic Objective	Continue ATF's enforcement efforts to identify, disrupt, and dismantle violent criminal organizations and share Federal, State, Tribal, and local intelligence	On Track			2/28/2022	
2.1.1	Initiative	Maximize partnerships with other Federal, State, Tribal, and local law enforcement agencies to identify and arrest armed offenders	Off Track			2/28/2022	
2.1.2	Initiative	Leverage investigative technology and expertise for complex cases	On Track			2/28/2022	
2.1.3	Initiative	Continuously improve intelligence collection, sharing, and training regarding criminal organizations	On Track			2/28/2022	
2.2	Strategic Objective	Address contraband and counterfeit tobacco products trafficking through coordinated national investigations	On Track			2/28/2022	
2.2.1	Initiative	Conduct focused investigations involving tobacco diversion schemes	On Track			2/28/2022	
2.2.2	Initiative	Collaborate and coordinate with our partners	On Track			2/28/2022	
3	Strategic Goal	Deter Misuse of Explosives, Bombs, and Bombings	On Track			2/28/2022	
3.1	Strategic Objective	Continuously address and mitigate emerging explosives and bombing threats by developing and implementing proactive regulatory, investigative, and intelligence sharing tactics	On Track			2/28/2022	
3.1.1	Initiative	Partner with industry and public safety agencies to share ATF's specialized explosives resources	On Track			2/28/2022	
3.1.2	Initiative	Advance bombing and explosives expertise by providing high quality training to industry, law enforcement, public safety, and military agencies in explosives classification, storage, detection, disruption, investigation, and disposal	Off Track			2/28/2022	
3.1.3	Initiative	Enhance the integration of explosives research and development with laboratory forensics and training	On Track			2/28/2022	

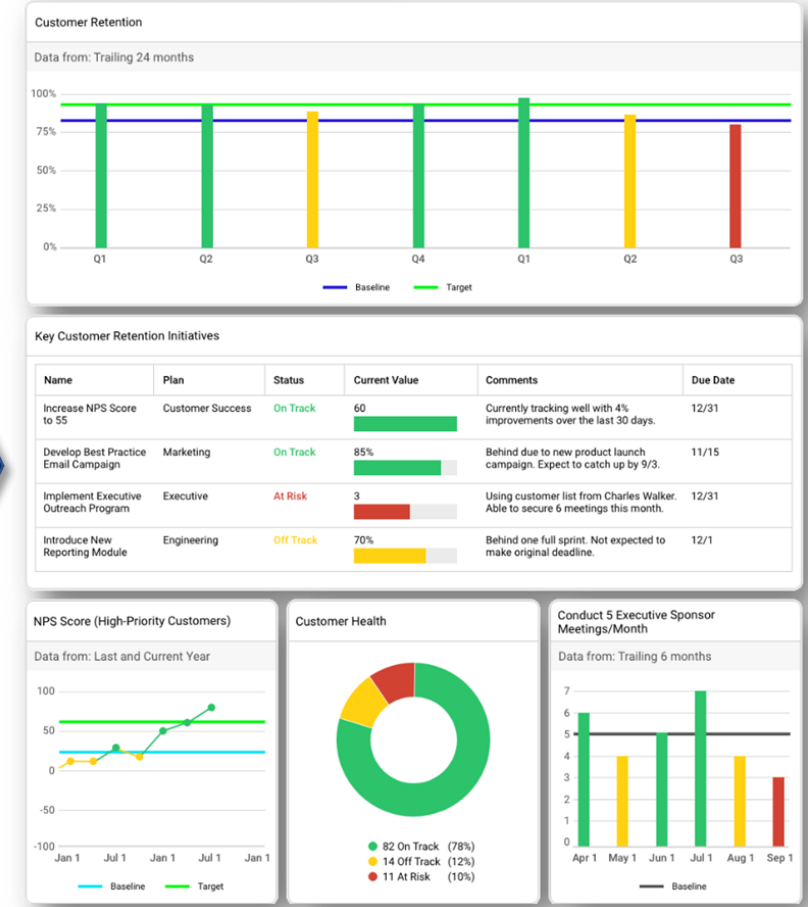
# The Strategic Plan must be monitored daily and have access to KPIs based on the stakeholder needs for performance management

## Monitor at the Executive Level

## Monitor at the Initiative Level



Increase Customer Retention by 10% to 95%





# Increasing the role of a centralized strategic management office, these processes become tightly linked the strategy execution and mission accomplishment

Strategy Management Processes	
Core Roles	1. <b>Strategic Plan Management</b> – Design and report on the KPIs
	2. <b>Organization Alignment</b> – Ensure all business and support units are aligned with the strategy
	3. <b>Strategy Reviews</b> – Shape the agenda for the management strategy review and learning meetings
Desirable Roles	4. <b>Strategic Planning</b> – Help Director and executive team formulate and adapt the strategy
	5. <b>Strategic Communication</b> – Communicate and educate employees about the strategy.
	6. <b>Initiative Management</b> – Identify and oversee management of strategic initiatives
Integrated Roles	7. <b>Planning / Budgeting</b> – Link financial, human resources, IT, and marketing in strategy
	8. <b>Workforce Alignment</b> – Ensure all employee’s goals, incentives and development plans link to the strategy
	9. <b>Best Practices Sharing</b> – Facilitate a process to identify and share best practices

# The are major pitfalls to avoid when executing the strategic plan

## The Seven Challenges of Strategy Execution

### What's Needed



#### Leadership

Creating a vision, setting direction, and getting commitment to change



#### Communication

Engaging stakeholders, creating clarity



#### Resources

Ensuring adequate resources and using them effectively



#### Change

Adapting to circumstances, quickly and efficiently

### Where It Goes Wrong

1. Resistance to change

3. Lack of Alignment

5. Inadequate Resources

7. External Factors

2. Ineffective Leadership

4. Poor Communication

6. Poor Vendor Management

Source: Gartner





# Case Studies

# Bureau of Alcohol Tobacco and Firearms: Strategic Planning

Transforming the Bureau to meet the Demands of Future Public Safety

## Problem

The Bureau of Alcohol, Tobacco, Firearms, and Explosives (hereinafter referred to as the "Bureau" or "ATF") is a law enforcement agency within the United States (U.S.) Department of Justice (DOJ or the Department). The Office of Strategic Management (OSM) serves as the strategic planning and performance management staff for the Bureau. It is responsible for facilitating the development and communication of the Bureau's strategic plan and priorities. OSM required assistance to develop its 5-year strategic plan by managing the development process.

## Solution

The KLS&A team supported OSM by facilitating work sessions with ATF leadership to determine the mission, vision, and value statement, identify strategic goals, objectives, and activities, and developed a 5-year implementation roadmap. Our team identified key performance indicators to measure and monitor the execution of the strategic plan implementation.

## Outcomes

As a result, ATF has a 5-year plan to support its organizational mission along with the infrastructure to monitor and measure the plan performance. Currently, our team is supporting the execution of the strategic plan by providing oversight of program initiatives.



# Centers for Disease Control : Health Equity Strategic Planning

Transforming the Bureau to meet the Demands of Future Public Safety

## Problem

The Office on Smoking and Health (OSH) within the National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP) has four major goals: prevent initiation of tobacco use among youth and young adults, promote quitting among adults and youth, eliminate exposure to secondhand smoke, and identify and eliminate tobacco-related disparities. In alignment with the fourth goal, OSH is developing a new Surgeon General Report on Smoking and Health Disparities and a strategic plan focused on commercial tobacco related health disparities and achieving health equity.

## Solution

KLS&A is providing strategic planning and facilitation services by providing organization development and design, application of systems change, change management, and strategic planning principles. We are designing and leading the facilitation of workshops, providing consultation, and supporting strategic decisions

## Outcomes

As a result, KLS&A has provided the OSH with a plan of attack accompanied by performance monitoring capabilities through KPIs to address the disparities identified in the equity study.

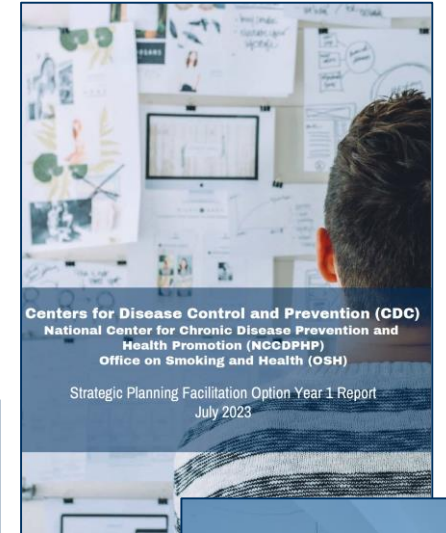
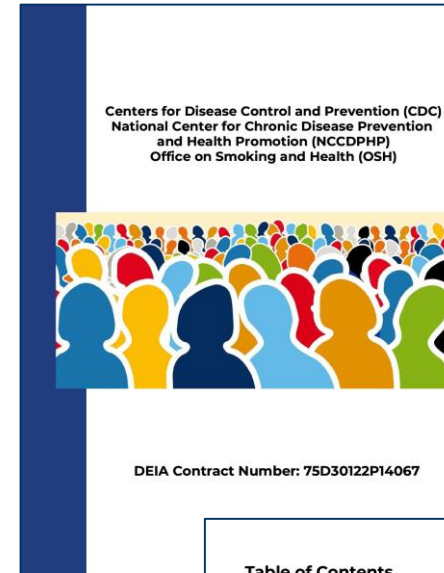


Table of Contents	
03	Introduction
04	Task 1: Introductory and Planning Meetings
05	Task 1: Training and Consultation Task Leader Meetings
06	Task 2: Division Wide Training (The Equity Project)
07	Task 2: Branch Specific Training
08	Task 3: Division Wide Consultation (The Equity Project)
09	Task 3: Branch Specific Consultation
10	Task 4: Final Report
11	Contact Us

Centers for Disease Control and Prevention/KLS and Associates - DEIA Final Report  
DEIA Contract Number: 75D30122P14067

Table of Contents	
03	Introduction
04	Task 1: Introductory Meeting
06	Task 2: Process Introduction
08	Task 3: Health Equity Steering Committee (HESC)
13	Task 4: OSH Strategic Planning Committee Retreats
16	Task 5: Organizational Health Improvement Group (OHIG)
19	Task 6: Surgeon General's Report (SGR) Rollout
21	Task 7: Ad Hoc Reports
23	Task 8: Final Report
25	Contact Us

# Alachua County Florida: Strategy Execution Performance Management

Measuring and monitoring strategic plan performance key goals and objectives

## Client Context

Alachua County Florida is a progressive county that understands the importance of monitoring strategic performance. The Board of Commissioners and senior staff members conducted a strategic planning session to develop and identify goals, objectives, and priorities. Because of the established framework, the team identified six focus areas that would align with the County's vision and mission. From this process, the Board developed programs and business plans for future fiscal years. In addition, the need to report the County's performance is critical to transparency with the citizens of Alachua County. All departments across the county are required to provide quarterly reports to the Communications Office which is responsible for public outreach and continued transparency. The County departments managed their performance measures independently which led to the lack of interdepartmental coordination of initiative monitoring, communication, and governance. The team used Excel spreadsheets that addressed too many KPIs that were very difficult to measure and maintain. Therefore, performance data was not accurate, delayed, and not properly monitoring in a manner that would allow discussion support for department leaders.

## How We Helped

KLS&A provided a market assessment of available cloud-based Performance Management Software and presented our selection recommendation to the County based on our findings. The selected performance management software allowed the County to reduce the number of performance measures based on relevance and alignment to County goals and vision, manage the County strategic plan at an enterprise level, enhance interdepartmental communication through real time performance analytics, and improved the strategic performance management governance process.

## Outcomes

As a result, the County continues to receive the ICMA Certificate of Excellence Award which acknowledges best in class local government agencies for identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance management in the organization's culture.



# Contact Us



**Keith L. Scott, MBA**  
Chief Executive Officer

K.L. Scott & Associates, LLC.  
235 Peachtree Street NE, Suite 400  
Atlanta, GA 30303

**M:** 678-360-4354

**E:** [Keith.Scott@klscottassociates.com](mailto:Keith.Scott@klscottassociates.com)

**W:** [www.klscottassociates.com](http://www.klscottassociates.com)

