

## **CHAPTER IV**

### **DATA EXERCISE**

#### **4.1 Background of proposing**

This data exercise designed to be a tool for practice skills of planning personnel who respond to function of making provincial plan for operating. From reviewing literature, it believed that the secondary data gained into input for selecting approach are support to select a model which efficiency for implementation. And there are 2 activities which done to investigate the situation and alternative for approaching problems.

The issue of data exercise is to looking for the implementation of effective strategic planning by clarification and authorizing of respondent personnel. A model which applied to practice is a strategic planning process by Michael Allison and Jude Kaye. This model suggests to follow step by step of strategic planning, it's easy to understand and cover all of the process.

#### **4.2 The objectives of data exercise**

1. To ensure the quality of an intervened tools
2. To develop the proposal and improve the investigator's skill needed for project implementation.
3. To be preliminary input to the organization's operating

#### **4.3 Methodology**

This study is an operational research which applied focus group discussion and in-depth interview to be instruments for gaining input data from the operators. When analyzed input data already, the investigator has intervened a model of strategic planning process to be a tool for strategic planning by doing in an actual situation of Planning Sector with the participants. The period of operating till develop plan is 6 months

This study was conducted in the investigator's workplace which was perceived as one of the strengths of the study because it allowed the investigator to gain access to detailed information and current directions of the situation that was vague or not readily available to outsiders. At times, work experiences of the investigator partially assisted in predicting events that might occur in the future. However, gathering data only from Planning sector might be inadequate to guarantee the expected standard performance of health personnel. This was the weakness of the investigator's workplace and it was difficult to organize a discussion for suggestions for strategic planning. To correct this weakness, an outside advisor who specializes in other fields should be assigned to direct faults.

External data from the Analysis of Planning Organization by the Health Region 3 Supervisor's Office provide some suggestions to design a study in any province in Health Region 3. The data of the current situation was secondary data collected from reliable sources throughout the whole country, especially from the 9<sup>th</sup> National Economic and Social Development Plan.

The results from the first activity organized as the focus group discussion showed that the study of SWOT in Planning Sector, considered by the Head of Sector, called for appropriate strategies to get rid of weaknesses and improve working performances by internal discussion.

The second activity was organized as the meeting with the issue of relevant need assessment to solve problems and improve working performances. The result showed that planning sector personnel needed to improve their skills and knowledge in 8 areas which were prioritized and then internal personnel made schedules of training programs for them during January-June 45 (6 months) as follows:

Topic	Date	Time	Method
1.Planning system	16 Jan. 02	13.30-16.30	Teaching with document
2.Budgeting system	21 Jan. 02	13.30-16.30	Assignment

Topic	Date	Time	Method
3. Information system	29 Jan. 02 and 5 Feb. 02	13.30-16.30	Exercise
4. Accessories Program	12 Feb. – 4 June 02 (15 times / 3 hrs.)	13.30-16.30	Demonstrate and exercise

The followings are the last four topics which would be arranged later, supervising system, evaluation system health insurance system and PowerPoint program.

The rationale for selecting planning system as the first topic of the training because the 2002 planning year has not completed yet and the director of PCMO would like to have it finished by 30 June 2002.

The budgeting system was closely relevant to the planning system. It would be allocated when the plan was completed and would be monitored by the plan.

The information system was significant to be an input for monitoring working performances by objectives and goals of plan/project.

Program accessory was the database software for health insurance card registration and since it was one of responsibilities in Planning Sector, personnel should be knowledgeable about this software.

The third activity was planned to be held on 16 Jan 2002. The class in “Planning System” began with history of planning arrangement lectured by one of the internal personnel, then she explained the structure of MOPH planning and steps of provincial development planning and described CPHO’s planning management and informed them to complete the plan by January 2002. At the end, assignments were

given to all personnel to participate in planning and specify duties within the timeframe by 29 Jan. 2002.

On 17 Jan. 2002, an exercise was provided with the objective to encourage them to practice on job duties. This activity aimed to increase the understanding in planning system of personnel and to unite and strengthen the capacity of members in the team.

Progress of this activity could be shown at the job learning among team members and the ability to perform tasks of the others in the team.

#### **4.4 The circumstance of planning personnel**

The questionnaires were distributed to all participants and all were returned. Most members of Planning personnel (approximately 74%) agreed with the pattern of organization development that the investigator had presented. Some respondents provided interesting suggestions as follows;

The followings are suggestions from respondents concerning the pattern of personnel development for Planning sector.

- Both teacher and learners should be well prepared prior to the class.
- External lecturers should be invited to teach in some specific topics because sometimes personnel didn't feel confident in resource persons
- The class should be re-arranged and, if possible, should not be shared with the office area where there are lots of noises and interruptions
- Personnel should have opportunities to practice other types of work.
- Workload is the obstacles of learning because they would pay less attention.
- Performance appraisal should be practiced among members in Planning sector so as to gain feedback/information for future improvement.
- Personnel should improve themselves by learning others' jobs to make sure that they can inform outsiders and perform their job more efficiently and satisfactorily

### **Problems and constraints in planning personnel development**

1. Delay in schedules has frequently occurred due to urgent work/special projects.
2. The disparities of educational background/level of study of most personnel affect their perceptions.
3. Teaching and learning process is not well prepared, learning materials are lacking and issues aren't appropriately arranged.
4. Planning personnel thought that the teaching did not cover relevant issues.
5. Some personnel were less eager to learn because of their personal characteristics and they tended to avoid the training programs, as they were afraid of getting more workloads.

These are all inputs for the data exercise.

## **4.5 Data exercise : How to implement strategic planning?**

### **4.5.1 Introduction**

This study applied the result from the previous data to a process of strategic planning. All of planning personnel learned by making a strategic plan to solve their problem and develop their capacity. The model of strategic planning process would be used as a guideline to make a plan to develop capacity of personnel. The strategic plan is a reality test which requires the development to specify strategies to close the gap between the problem and the desirable outcome which can be identified.

The strategic planning activity in an organization should provide managers with an opportunity to address some basic questions about the organization in a manner that they cannot do in the course of their day-to-day operational activities. These critical questions are simply: (a) what has been our organizational purpose? (b) what is our present? (c) what should be our mission in the future? (d) how can we best act to assure that our mission becomes what we want to be? In addressing these

questions, the managers must identify and analyze historical fact and culture, present circumstances, and future “images” (William R. King, 1997)

To answer these questions, strategic planning involves important, high-level organizational choices. It is applicable to any situation so long as (a) it is directly related to overall organizational purposes, (b) it is future-oriented (c) it significantly involves uncontrollable environmental forces that affect organizational performance.

This step should investigate the people involved in planning personnel development. It concentrates on examining the important attributes for our stakeholders and the relative strengths of each factor for each of these attributes. If performance of personnel has been audited for the desirable, we may try to improve them.

This strategic planning is the data exercise for learning how to evaluate the current situation and how to conduct an analysis of procedures necessary to achieve the future vision. Not only would the findings of this data exercise be useful information to eradicate weaknesses in areas of work but the findings would also serve as the guideline that would assist in composing the strategic plan for Planning sector.

#### **4.5.2 Objectives of this study**

1. To identify the possibility of planning sector’s personnel development strategic planning.
2. To identify the appropriate duration of long-term planning.
3. To assess the potential of planning sector in the role of provincial’s strategic planning respondents.
4. To provide the appropriate guideline for any provincial strategic planning.

This study will be conducted as descriptive research, using both qualitative and quantitative approaches to describe the characteristics, qualifications and details of the strategic planning. The information of the study will be utilized to

formulate the guideline for monitoring and evaluating the strategies to improve system of strategic planning process. It will also explore the needs and variables in the system of any provincial's strategic planning.

#### **4.5.3 Applying of strategic planning**

The planning sector will be the planner and the CPHO will be the facilitator.

#### **4.5.4 Methodologies and applications**

Implementation of the study from the previous data to the model of the strategic planning process (Michael Allison and Jude Kaye, 1997 : 11) will be applied and discussions with key persons who are involved in planning will be organized as follow:

##### **Phase 1: Getting set up for success**

1.1 Identify reasons for planning: To propose appropriate strategies for solving problem and developing the planning sector which had some weaknesses found from conducting SWOT analysis to achieve the vision and mission of organization. A plan will be developed and used as a tool for monitoring and evaluation.

1.2 Check readiness of the plan: Discussing with planning personnel who participate in strategic planning.

1.3 Choose planning participants: All planning personnel participate in learning process.

1.4 Summarize organization history and profile: Planning sector is responsible for planning and data analyzing, supervising, monitoring work plans and evaluation.

1.5 Identify information needed for strategic planning: Gather information from SWOT analysis of planning sector by using 7 S ' Mckinsey as a tool for internal environment and PEST analysis as a tool for external environment.

1.6 Writes a "plan for planning": Follow an activity plan as mentioned in the proposal.

### **Phase 1: Outcomes**

Agreement on organizational readiness for planning and a strategic planning work plan.

### **Phase 2: Articulating mission and vision of planning sector**

Steps: Brainstorming session among planning personnel to obtain visions and missions.

### **Phase 2: Outcomes**

2.1 Vision: The planning sector has high-quality policy and plans. Health development of Thais will be implemented in accordance with the direction of policy and plans.

#### 2.2 Mission

2.2.1 Collaborating policy and plans with another organization both of provincial level and ministry

2.2.2 Collecting data, analyzing and evaluating provincial health

2.2.3 Directing the management of provincial health situations

2.2.4 Informing the analyzed data to administrators for their consideration

2.2.5 Analyzing all implemented plans both of UC and Non-UC

2.2.6 Monitoring an application to action plan

2.2.7 Evaluating the success of implemented plan

### **Phase 3: Assessing the environment**

3.1 Update information needed for planning: Set up a meeting to assess the need for learning to solve problems and developing the organization and then prioritize the need.

3.2 Articulate previous and current strategies: In the past, planning sector had 15 staff but now the number of staff decreases to 10 persons due to the change of organization's structure. Therefore, those staff need to improve their capacity because in the past they were responsible only their work listed in their job



descriptions and they were not required to learn others' jobs as when the urgent mission was occurred, they could not help each other. This showed the lack of cooperation in work. So, now it is time to participate in developing strategies.

3.3 Gather input from internal stakeholders: According to the discussion with planning personnel, there are much more data to be analyzed for solving problem and developing work, so all data needed to be prioritized.

3.4 Gather input from external: From the study of Region 3 Secretary Health Office and CPHO director's policy, there were data used for decision making.

3.5 Gather information about program effectiveness: The followings are data on program effectiveness;

- The director instructed to develop an urgent provincial plan.
- The role and responsibilities of planning sector were involved with processes of provincial planning.
- Methods of personnel development which were favorable for Planning sector to carry out tasks.
- Participation of all levels of planning staff and practical methods of learning as a group.

3.6 Identify additional strategic issues or questions:

The purpose of strategic planning is to solve problem and develop capacity of planning personnel to be able to work efficiently. The plan will be used as a tool for continuous monitoring and evaluating.

### **Phase 3: Outcomes**

Problems in performing tasks and personnel development were raised to attention as demanded by staff in Planning sector and all staff participated in prioritizing the importance of the problems and identifying strategies and procedures of implementation.

### **Phase 4 : Agreement on Priorities**

4.1 Analyze interplay of strengths, weakness, opportunities, and threats

Data from SWOT analysis are obtained to investigate for problems and their causes including appropriate strategies for solving problems. The planning members have participated in analyzing and defining problems in the brainstorming session.

#### 4.2 Analyze strengths of programs

The old tools which were applied to develop this organization were 5s and PSO and it was implemented in regard to the policy of the director. However, the monitoring system wasn't conducted continuously and as a result, it didn't succeed.

Anyway, the strength which can be the guideline to gain success is the transparency of organizational structure, active teamwork and participation of staff.

#### 4.3 Choose criteria in setting priorities

The followings are the criteria for prioritization from the brainstorming session;

1. The urgency of problems which affects quality of work
2. Training need assessment
3. Participation for solving problems

#### 4.4 Selection of future core strategies

Improve capacity of the staff to eliminate weaknesses which have effects on the quality of work.

#### 4.5 Summarize the scope and scale of program

- Project is based on strategic plan: The first 6 months, the learning process will be managed by resource persons who have expertise in planning system, budgeting system, information system and Software Access. At the end of each course, there always will be a post-test or evaluation. Each course will be regarded as input for improving the capacity of the staff.

- After 6 months and the Director of CPHO is informed of the result of the training courses, this program will be opened for people in other sections.

- Next year: The program will be expanded to district level in the form of network by operation training

#### 4.6 Write goals and objective

- Goals are outcome (ends) statements that guide the organization's programs and management / operations functions.

- An objective is a precise , measurable , and time – phased result that supports the achievement of the goal.

Goals (within 5 years): Planning personnel will improve their capacity continuously and can function others' jobs if necessary. They will be able to responsible for all tasks efficiently.

Objectives (within 1 years) will be presented as follows:

1. Encourage planning personnel to learn others' jobs and train those staff who work in the same team so that they can replace the others to do some jobs
2. Every planning staff can get involved in defining problems and writing strategic plan, solving problems and evaluation.
3. Arranging a training program on tasks which caused trouble and needed to be solved urgently and also arranging the program to improve the knowledge in performing tasks for staff in all sectors continuously.

#### **Phase 4: Outcomes**

Agreement on future core priorities, long–range goals, and specific objectives.

#### **Phase 5: Writing Strategic Plan**

- 5.1 Write a strategic plan
- 5.2 Present draft plan for review
- 5.3 Adopt the strategic plan

A strategic plan is simply a document that summarizes why an organization exists, what it is trying to accomplish, and how it will go about doing so. (Michael Allison and Jude Kaye, 1997)

- The strategic planning document will include the following:

##### **I. Introduction**

It was developed by the head of planning sector to introduce the plan to readers. The plan was approved and got a stamp of approval, showing that the organization reached the level of internal agreement.

## II. Executive Summary

This section contains the summary of the strategic plan. It includes missions and visions, highlights of the long – range goals (what the organization is seeking to accomplish), and perhaps the process for developing the plan.

## III. Mission Statement and Vision Statement

The mission statement can stand alone without any introductory text, because essentially it introduces and defines itself. An optional vision statement may also be included

## IV. Organization Profile and History

The readers should learn the story of the organization and they can understand its historical context.

## V. Strategic Issues and Core Strategics

The advantage of including this section is that it makes explicit the strategic thinking behind the plan.

## VI. Program Goals and Objectives

The goals and objectives are the plan of action what the organization intends to do over the next few years. As such, the section should serve as a useful guide to operational planning and a reference for evaluation.

## VII. Management/Operations Goals and Objectives

The management/operations functions are separated from the program functions here to emphasize the distinction between service goals and organization development goals; this gives the reader a clearer understanding both of the differences and the relationships between the two, and enhances the guiding function of the plan.

## VIII. Appendices

The reason to include any appendices is to provide needed documentation for interested readers.

All of above are mentioned in the introduction of data exercise and previous phases.

### **Phase 5: Outcomes**

A strategic plan

### **Phase 6: Implementing the Strategic Plan / Creating an Annual Operating Plan**

- Develop annual operating plans and budget

Objectives: Like the objectives mentioned in phase 4. (Number 4. 6.)

#### **Annual Operating Plan**

Activities	Targets	Time frame	Budgets	Responsible Personnel
1) In-depth interview to ask for an agreement from the head sector	Head Sector 1 time	27 Nov.01	-	Investigator
2) Focus group discussion on SWOT Analysis	- Health personnel in Planning section (10 persons / 1 time)	12 Dec.01	-Food and Beverage 200 baht	Investigator
3) Meeting on issues relevant to need assessment to solve problems and develop work.	- Health personnel in Planning section (10 persons / 1 time)	19 Dec.01	-Food and Beverage 200 baht	Investigator
4) Set a schedule of training program for internal personnel and implement	- Health personnel in Planning section (10 person / 1 time)	16 Jan 02 - 4 June 02 (6 months) (19 times)	-Food and Beverage (3800 baht) Documents 1,000 baht	Investigator

Activities	Targets	Time frame	Budgets	Responsible Personnel
5) Evaluate responses of health personnel in Planning section	- Health personnel in Planning section (10 persons/ 1 time)	28 Feb 02	Documents 200 baht	Investigator
6) Evaluate by checking in mechanism to ensure that the work is accomplished	- Health personnel in Planning section (10 persons/ 1 time)	22 July 02	Documents 200 baht	Investigator
			Total 5,600bath	

The annual operating plan provides a detailed plan in objectives, action steps, and responsibilities. The budget describes how much it will cost to carry out the plan.

#### **Phase 6: Outcomes**

A detailed annual operating plan and budget

#### **Phase 7: Monitoring and Evaluation**

##### **1. Recommendations for evaluating the strategic planning process**

The strategic plan should be assessed in terms of whether it :

- Provides guidance to both short-term and long-term priorities
- Helps the organization to allocate resources
- Is understandable by people who have not participated in the development of the plan
- Is responsive to the organization's best understanding of its internal and external environments
- Is the product of a consensus and commitment building process
- Has been formally adopted by the head of sector

The annual operational plan meets these measures of success:

- Has been developed by staff who are responsible for the implementation of the goals and objectives
- Provides an easy implementation monitoring and reference tool
- Operational the strategic plan

## 2. Monitor and update the strategic plan

The planning committee should monitor the progress that has or has not been made towards the completion of the strategic plan and assess whether any major or minor adjustments should be made to the strategic plan. As part of this monitoring process, the planning committee should organize and plan a retreat that will focus on these questions:

- Is the current strategic plan on target? What has or has not been accomplished?
- Are the assumptions of the internal and external environment still valid?
- What are the current issues that are facing the organization and, after discussing these issues, are there any changing or new priorities that have to be added to the strategic plan ?
- Are there new performance targets, and / or modified intermediate checkpoints that need to be looked at?

### **Phase 7: Expected outcomes**

An evaluation of the strategic planning process and on-going assessment of the strategic and operational plans.

### **4.6 Finding**

The strengths of a model which intervened to this study are clarification and covering all of essential steps which easy to follow and making understand. It's completeness of procedures help to adjust and improve a process of strategic planning for CPHO.

The weaknesses which found are the gaps between actual and desire situation of planning process. There were some constraints in implementation a model such as a lack of respondent's skill in participation the urgency of operational by policy effect to the limitation of proving plan for closing some gaps. And the last is the lack of knowledge to implement an outcome of process to operate in actual situation.

#### **4.7 Advantage skill from learning**

The investigator and participants has learnt more and gained some useful skills for practical in public health planning as follows:

- Knowledge in strategic planning
- Experience from working group
- Operational research and methodology
- Skills for formulate strategic planning

#### **4.8 Discussion**

The result from this study be able applied to develop method of strategic planning for CPHO by improving the capacity of respondent planning personnel. After involved in the process, those personnel have more skill and knowledge in writing plan and they can do more in practical. Right now, they can be the facilitators in teaching others personnel about writing plan and CPHO itself can produce the appropriate plan for each situation.

Some constraints which have to adjusted or improved are the appropriate technique approached to different situation of each sector because there are differentials of knowledge and skill of participants and many steps of planning process effect to decrease attention of them. Therefore, it should have adjustment for briefing some steps which feasibility. These are in considering.

#### **4.9 Lesson Learned**

1. This study assists the investigator, in role of provincial planning personnel in gaining knowledge to close strategic gaps existing in CPHO. The process of data exercise lead to understanding of writing strategic plan.
2. Literature reviewing helps the investigator to approach the core knowledge and provide some examples useful for the study.
3. The outcome of data exercise suggests the investigator learn more about how to implement plan in actual situation.
4. This study is an innovation of learning by doing in scope of planning for CPHO.



#### **4.10 Recommendation**

1. The administrators should support activities of strategic planning to confirm their activities agreement with an innovation.
2. The planning staff should learn to improve some constraints in practical such as appropriate techniques for specific problems and step of planning process.
3. The advantage of this study should be expanded to promote ongoing of learning organization of CPHO.
4. The further study should focus on activities formulated from the strategies to investigate feasibility of utilizing model in practical, the comparison of the others method to create plan and the efficiency of planning's outcome
5. CPHO, itself should look for the appropriate planning method to monitor the quality and efficiency of making plan. This study is just only an alternative.

## References

1. King, William Richard. (1997). Strategic Planning and Policy. (n.p.):91-92.
2. Michael Allison & Jude Kaye. (1997). Strategic Planning for Nonprofit Organizations: a practical guide and workbook. New York: John Wiley & Sons.