

# Planning Process

The following self-evaluation worksheets provide a tool for reviewing the components of an effective planning process. In order to determine the strengths and weaknesses in the planning and program governance functions of your board, assess the extent each of these statements reflect your agency and review the results.

## I – Planning and Preparation

1. The board chairperson is committed to planning for the future growth and development of this agency.
2. The board has established a policy on planning.
3. The planning policy clearly indicates what type of planning will be undertaken and the responsibilities of the board, its standing committees and staff in the planning process, and the planning cycle.
4. The board and staff have worked together to develop the planning process.
5. The board and staff have worked together to overcome internal resistance to planning.
6. The board and staff have the information they need to plan.

## II – Leadership

1. The board chairperson is committed to providing a leadership and liaison role in planning for the future of the agency.
2. The senior staff share the chairperson’s commitment to planning.
3. The organizational climate and management style are conducive to the planning process that is used.
4. Committee chairpersons recognize the importance of their work in contributing to the planning process.

| Yes | No | Needs Improvement |
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### III – Participation

1. The board encourages membership and community input into its mission planning.
2. The senior staff challenge middle managers to contribute to the planning process and staff view planning as an important part of their own development.
3. New board members are encouraged to participate in the planning process and are aware of the importance of the board's role in planning.
4. There is a fair division of labour for tasks in the planning process (i.e. data gathering, data analysis) which makes the best use of staff and board members' time.

### IV – Follow Through

1. The mission statement of the agency is the cornerstone of all other planning.
2. The long-range plan is used as the basis for development of short-term operational plans.
3. The board keeps the membership and the community advised of its planning initiatives.
4. The plans of the agency are communicated to all staff and board members, and are the basis for their understanding of the performance levels and expected results.
5. New staff and board members are made aware of the mission statement, long-term and operational plans of the agency.
6. Board members and staff can say with conviction that the agency has a clear sense of its mission and purpose and the direction of the agency.
7. The results of the planning process clearly contribute to guiding the decision-making of the agency.

| Yes | No | Needs Improvement |
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## V – Evaluation

1. The board has established and uses, a mechanism for regularly reviewing the mission statement.
2. The effectiveness of the planning process is evaluated and adjusted to reflect changing organizational needs.
3. The procedures used for planning are well documented and available for use by new staff and by the future boards.
4. It is clear from the progress made by this agency that the investment in planning has paid off.
5. Staff are very satisfied with the guidance and direction provided by the board through its planning function.
6. The stability and future growth of the agency have been assured through the planning processes of this agency.

| Yes | No | Needs Improvement |
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Adapted from: *A Handbook for Cultural Trustees* By Marion A. Pacquet with Rory Ralston and Donna Cardinal