

This questionnaire is designed to help you critique your strategic planning and management process. It is structured to allow review of the process to determine which strategic planning steps the organization now performs well, not so well, or not at all. Even if your organization does no strategic planning at present, a review of this questionnaire should be instructive as the individual questions identify those considerations that are primary in designing and implementing an effective process.

For each question below, circle the appropriate number to indicate the degree of improvement your organization needs in order to function effectively in that planning step or area.

Institutionalizing the Planning Function	Improvement Needed					
	Little	Some			Much	
1. Do top executives take formal responsibility for the organization's strategic business planning?	1	2	3	4	5	6
2. Is strategic planning a top priority activity, performed on a regular basis, e.g., each year?	1	2	3	4	5	6
3. Does your agency provide resources (managers' time, staff support, etc.) for strategic planning implementation?	1	2	3	4	5	6
4. Does your agency consistently follow a defined set of procedures in its strategic planning process?	1	2	3	4	5	6
5. Do all managers whose work might be affected significantly by strategic planning participate in the planning process?	1	2	3	4	5	6

Establishing the Strategic Foundation	Improvement Needed					
	Little	Some			Much	
6. Does your agency have a written mission statement?	1	2	3	4	5	6
7. Has this mission statement been distributed to all the agency's staff?	1	2	3	4	5	6
8. Do all the agency staff, particularly management and higher-level staff understand this mission?	1	2	3	4	5	6
9. Does the organization have written longer-term (3-5 years) and short-term (1-year or less) goals?	1	2	3	4	5	6
10. Do the goals list quantified, measurable targets (e.g., how many customers will be served)?	1	2	3	4	5	6
11. If appropriate, do the goals specify targets by region?	1	2	3	4	5	6
12. When appropriate, do the goals list quality, time frame, and cost targets? Are they observable or measurable?	1	2	3	4	5	6
13. Do the goals appear realistic yet challenging, based upon experience and/or research?	1	2	3	4	5	6
14. Does your agency have information systems in place which facilitate measuring actual performance versus goals?	1	2	3	4	5	6
15. Do management and higher-level staff whose responsibilities are affected participate in setting goals?	1	2	3	4	5	6

Conducting the Strategic (Situational) Diagnosis	Improvement Needed					
	Little	Some			Much	
16. Does your agency periodically gather information about its customers, stakeholders and other external factors which affect its operations?	1	2	3	4	5	6
17. Does the external/market analysis identify key threats to the agency? Key opportunities?	1	2	3	4	5	6
18. Does that analysis include detailed analysis of the agency's geographic target audiences?	1	2	3	4	5	6
19. Is your agency's performance and operational characteristics compared on a regular basis to its perceived "competitors"?	1	2	3	4	5	6
20. Are demographic, behavioral, and other trends among the agency's customers and potential customers analyzed?	1	2	3	4	5	6
21. Does your agency regularly assess its operating environment as a whole, weighing new competitors and concepts, new technologies, procurement practices, labor practices, etc.?	1	2	3	4	5	6
22. Does your agency assess institutional factors such as the cost and availability of funds, congressional and Executive Branch politicking, government regulations, and the economy?	1	2	3	4	5	6
23. Does your agency have knowledge of and access to sources of information about its customers, stakeholders, and other external factors?	1	2	3	4	5	6
24. Does your agency analyze its own business operations objectively?	1	2	3	4	5	6
25. Does this internal analysis identify the key strengths and weaknesses of the agency?	1	2	3	4	5	6
26. Does the analysis include political and other external factors which affect your agency's budget?	1	2	3	4	5	6
27. Does it include a consideration of funds for promotion of the agency's activities?	1	2	3	4	5	6
28. Does it include quality of customer service and, in general, employee productivity??	1	2	3	4	5	6
29. Does your agency regularly assess its human resource development programs (recruitment, training, promotion)?	1	2	3	4	5	6
30. Does your agency's management information system provide relatively easy access to the internal data discussed above?	1	2	3	4	5	6
31. After completing its external and internal analyses, does your agency review the mission and goals in light of the apparent threats/opportunities and strengths/weaknesses?	1	2	3	4	5	6
32. Based upon such a review, does the strategic diagnosis culminate in identifying key strategic issues (e.g., redeployment of staff, change in direction of activities)?	1	2	3	4	5	6

Developing Strategic Plans	Improvement Needed					
	Little		Some		Much	
33. Does your agency use strategic (situational) diagnosis to formulate strategic plan options?	1	2	3	4	5	6
34. Does your agency consider performance enhancement options (e.g., cost reduction, alternative suppliers, production technique improvement)?	1	2	3	4	5	6
35. Does it consider customer education possibilities (methods for keeping your customers apprised of the many ways that they can use your agency's services)?	1	2	3	4	5	6
36. Does your agency consider organization and management options (such as restructuring, merging with other agencies)?	1	2	3	4	5	6
37. Does the organization consider research and development options (e.g., product/service enhancement, new products)?	1	2	3	4	5	6
38. Are formal evaluation study findings factored into your strategic planning process?	1	2	3	4	5	6
39. Does your agency decide its strategic plans based upon feasibility and risk/return criteria?	1	2	3	4	5	6
Managing Strategic Plan Implementation	Improvement Needed					
	Little		Some		Much	
40. Does your agency make strategic decisions (implementation action plans) based upon the strategic plan?	1	2	3	4	5	6
41. Does your agency clearly assign lead responsibility for action plan implementation to one person?	1	2	3	4	5	6
42. Are sufficient resources allocated for implementation?	1	2	3	4	5	6
43. Does your agency set clearly defined, measurable performance standards for each element of the plan?	1	2	3	4	5	6
44. Does your agency develop an organized system for monitoring how well those performance standards are met?	1	2	3	4	5	6
45. Does your agency review monitoring data regularly, and revise strategic decisions as appropriate?	1	2	3	4	5	6
46. Are individuals responsible for strategic planning and implementation rewarded for successful performance?	1	2	3	4	5	6

Scoring Summary

To perform a summary analysis of the quality of your organization's performance in each of the broad areas of the strategic planning process, calculate the average score for each of the Self-Assessment Questionnaire categories in accordance with the following instructions.

Institutionalizing the Planning Function (items 1-5)**Score**

Total of numbers for items 1-5 = _____ divided by 5 =

Establishing the Strategic Foundation (items 6-15)**Score**

Total of numbers for items 6-15 = _____ divided by 10 =

Conducting the Strategic Situational Diagnosis (items 16- 32)**Score**

Total of numbers for items 16-32 = _____ divided by 17 =

Developing Strategic Plans (items 33-39)**Score**

Total of numbers for items 33-39 = _____ divided by 7 =

Managing Strategic Plan Implementation (items 40-46)**Score**

Total of numbers for items 40-46 = _____ divided by 7 =

Examine the scores for the major categories. Those with relatively high scores (4-6) indicate that the organization needs significant improvement in these categories. Within the high-scoring categories, note any specific items that rated "5" or "6" for special attention.