

# **JWOD Program Strategic Plan FY 2005 -- 2007**



**NISH National Conference  
May 2004**

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# JWOD Strategic Plan – Background

- New Committee members with diverse perspectives
- Multiple draft and old plans
- Embarking on a business process reengineering and enterprise architecture project that needed a performance foundation
- Federal requirements

*The time was right.*

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# 2003 Strategic Planning Process





# Result

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- A strategic plan for the JWOD Program for FY 2005 – FY 2007
  - The program's first real working strategic plan
  - Extensive Committee member participation and buy-in
  - Developed with wide stakeholder involvement
  - Defined goals, objectives, measures, and targets
  - Commitment to measure and track progress
  - Implementation has begun!
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# JWOD Process Framework

## JWOD Strategic Management

Strategic Planning

Business Planning

Performance Measurement

Program Evaluation

## JWOD Value Chain (Program Performance)

Identify Opportunities

Develop Opportunities

Add Items to PL

Deliver Products and Services

Evaluate Performance/Results

## Enterprise Enablers

### Strategic Communications

Communications  
Legislative Affairs

Promotion  
Public Relations

### Resource Management and Support

Finance  
Legal

Policy Management  
Human Resources

Technology  
Acquisition



# JWOD Process Framework (Implementation!)

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## JWOD Strategic Management

Strategic Planning

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Performance Measurement

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# JWOD Process Framework (Implementation!)

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# **JWOD Process Framework (Implementation!)**

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## Enterprise Enablers

### **Strategic Communications**

Communications  
Promotion  
Legislative Affairs  
Public Relations

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Finance  
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Acquisition

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# Strategic Alignment

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JWOD  
Strategic Plan

NISH/NIB  
Strategic Business Plan

CRP  
Strategic Plans

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# JWOD Mission

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Provide employment opportunities for people who are blind or have other severe disabilities in the manufacture and delivery of products and services to the Federal Government.

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# JWOD Vision

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The JWOD program enables all people who are blind or have other severe disabilities to achieve their maximum employment potential.

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# JWOD Vision

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This vision will be realized when:

- Every person who is blind or severely disabled and wants to work is provided an opportunity to be employed productively.
  - Every JWOD employee earns not only the Federal minimum wage (or higher applicable state minimum wage) but also a living wage and benefits package appropriate to his or her geographic locality.
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# JWOD Vision (cont'd)

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- JWOD employees are provided the training and development they need to be successful in their current positions, and ultimately achieve their maximum employment potential.
  - Every JWOD employee is provided the opportunity, with or without accommodations, to advance to his or her maximum employment potential, including internal or external competitive placement or management and administrative positions.
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# JWOD Vision (cont'd)

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- All JWOD products and services provide **best value** to Federal customers, thus earning their continued support and loyalty.
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# **Goal 1. People Who Are Blind Or Have Other Severe Disabilities**

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Continue to expand employment opportunities for people who are blind or have other severe disabilities under the JWOD Program, including wage progression, benefits, upward mobility and personal job satisfaction.

**Objective 1.a.** Employment Opportunities

**Objective 1.b.** Wages and Fringe Benefits

**Objective 1.c.** Career Advancement and Upward  
Mobility

**Objective 1.d.** Employee Job Satisfaction

**Objective 1.e.** Fee Structure

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# Goal 2. Federal Customers

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Partner with Federal customers to increase customer satisfaction and loyalty, so the JWOD program becomes their preferred source for products and services.

**Objective 2.a.** Customer Satisfaction

**Objective 2.b.** Collaborative Plans

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# Goal 3. Process and Procedures

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Improve efficiency and effectiveness of the JWOD Program (the Committee, CNAs, and NPAs) by streamlining and automating processes and procedures, and improving communication, while continuing to ensure program integrity.

**Objective 3.a.** Accessibility of Products and Services

**Objective 3.b.** Socioeconomic Procurement Preference Programs

**Objective 3.c.** Distribution Processes

**Objective 3.d.** Processes and Information Technology

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# Goal 4. Communication and Information Sharing

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Expand support for the JWOD Program within the public, Congress, Federal agencies, the disability community, and other JWOD stakeholders through effective communication and information sharing.

**Objective 4.a.** Strategic Communications Plan

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# Goal 5. Market Development

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Strategically develop new markets and expand existing markets in which the JWOD Program can provide best value products and services to Federal customers while expanding employment opportunities to meet the needs of people who are blind or have other severe disabilities.

**Objective 5.a.** Existing Markets

**Objective 5.b.** New Products, Services, and Markets

**Objective 5.c.** Underserved Populations

**Objective 5.d.** Subcontracting

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# Implementation – Finance & Governance

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- Addressing CNA fee issues
  - Ensuring Alignment of CNA budgets with the JWOD Strategic Plan
  - Analyzing JWOD Ratio policies and practices
  - Analyzing Suitability Criteria for Addition of Products and Services
  - Addressing NPA Governance issues
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# Implementation – Process

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- Reengineering key business processes to streamline the management of the Procurement List
  - Defining a Program-level Enterprise Architecture
  - Establishing processes for complete, accurate, and accessible documentation and Program guidelines
  - Establishing processes to ensure JWOD provides best value to customers
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# Implementation – Business Development

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- Established Working Groups to Address:
    - Strategic Communications
    - Collaborative Customer Agreements, Customer Satisfaction and Market Development
    - Subcontracting Issues
    - Workforce Development Issues
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# Implementation – Communications

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## Effective Communications with all Stakeholders

- Developing Strategic Communications Plan for the JWOD Program
    - Establishing Communications Agenda; Aligning Messages and Seeking Efficiencies
    - Increasing Committee Staff Communication with Internal and External Stakeholders
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# Implementation – Business Development

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## Federal Customer Focus

- Collaborative Business Agreements with Major Federal Agencies
    - Two-way Communication
    - Identification of Needs and
    - Implementation of Mutual Solutions
  - Customer Satisfaction Survey for FY 2005
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# Implementation-Market Development

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Federal Market(s) and Employee Market(s)

- Increase Business with Existing Customers
  - Develop Business with New Customers
  - Extend Employment Opportunities to People with Severe Disabilities not Traditionally Served by the JWOD Program
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# Questions

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