

JWOD Program Strategic Plan FY 2005 -- 2007
NISH National Conference
May 2004

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.*

2003 Strategic Planning Process

May-June: Interviews (included NIB and NISH)
June: Gap Analysis & Strawman
July: Retreat (included NIB and NISH)
July-August: Refinement (included NIB and NISH)
August-September: Review & Comment (included NIB and NISH)
October: Goal & Objectives Meeting (included NIB and NISH)
October-November: Work on Measures (included NIB and NISH)
November: Measures & Targets Meeting (included NIB and NISH)
December: Committee Vote
December: Guidance to CNAs

Result

- 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!

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
- Policy Management
- Technology
- Legal
- Human Resources
- Acquisition

JWOD Process Framework (Implementation!)

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JWOD Process Framework (Implementation!)

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Strategic Alignment

JWOD Strategic Plan

NISH/NIB Strategic Business Plan

CRP Strategic Plans

JWOD Mission

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.

JWOD Vision

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

JWOD Vision

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.
- 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.
- All JWOD products and services provide best value to Federal customers, thus earning their continued support and loyalty.

Goal 1. People Who Are Blind Or Have Other Severe Disabilities

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

Goal 2. Federal Customers

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

Goal 3. Process and Procedures

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

Goal 4. Communication and Information Sharing

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

Goal 5. Market Development

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

Implementation – Finance & Governance

- 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

Implementation – Process

- 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

Implementation – Business Development

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

Implementation – Communications

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

Implementation – Business Development

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

Implementation-Market Development

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

Questions