

CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

# *Strategic Plan*

2006-2010

*Improve lives, strengthen communities, and foster civic engagement through service and volunteering*



## SUSTAINING *Excellence*



The Corporation's management strategy is to create and foster shared values throughout the agency that improve our performance culture and strengthen the delivery services to our clients, and ensure accountability within our workforce. In order to reach our strategic goals, we commit ourselves to effectively and efficiently:

- » Deliver solid performance that meets established targets, goals and objectives;
- » Use public funds with a high level of accountability;
- » Leverage risk and opportunity to increase overall productivity;
- » Build confidence and credibility among programs, grantees, partners and other stakeholders; and
- » Continually analyze and improve its performance.

To rapidly deploy assistance from the national to regional levels, the Corporation has delegated significant program management decisions to state and local organizations. Therefore, effective management must exist at two levels in order for these factors to be present—both within the Corporation itself and among the grantee organizations who operate the programs. The Corporation has implemented an aggressive plan to achieve management excellence. As we continue to improve our management systems, achieve greater accountability and efficiency, meet the needs of our customers, and work collaboratively with our field to ensure they are operating effectively, we will increase our capacity to affect positive change in organizations and increase our grantees' and partners' abilities to meet our communities' needs.

### Expand Program and Project Quality

The Corporation has embarked on a multi-faceted approach for improving program and project quality. As

the Corporation continues to move toward an enhanced, performance-based grants management system, we will continue to add vigor and expertise to the process we use to select high-quality programs. We will support a variety of organizations capable of developing successful programs and generating increased volunteer capacity. We will conduct and support outreach to faith-based and other community organizations that are not presently receiving Corporation resources and be more responsive to state and local needs in order to build a pipeline of high quality and diverse applicants in all grant competitions.

Significant management improvements have taken place over the past two years at the Corporation. The changes will continue to unfold over the next five years. We will further enhance knowledge management by engaging and sharing meaningful research and evaluation efforts to identify effective program practices, societal trends, and areas for program improvement. We will promote knowledge sharing internally and externally and invest in the skills and capabilities of our service partners. By investing in a continuous culture of learning, we will strengthen management and program performance. We will also provide more tools and opportunities for the replication of successful service models and accelerate innovation in program models during competitions and pilot ideas that can later be embraced by our core programs.

### Cultivate a Culture of Performance and Accountability

To strengthen the Corporation's performance and accountability, we will enhance our administrative and evaluation systems, fully utilize technology, and grow the value of national service dollars. In order to maintain reliable systems, we must will that they are:

- » Effective, accurate, and secure;
- » Automated and paperless;
- » Aligned across all of the Corporation's programs;
- » Streamlined to reduce both Corporation and grantee workloads; and,
- » Geared towards meeting our customers' (including grantees, programs and participants) needs.

We will conduct more targeted and in-depth monitoring and analysis of our grantee programmatic and fiscal performance. In order to achieve greater management effectiveness, we will fully integrate more rigorous performance metrics into management analyses and program operations, assessing and where necessary revamp systems for capturing, aggregating, and analyzing data that impact administrative operations and programs.

We will better integrate and streamline grant-making functions and Trust operations to produce strong management results. Through efforts to increase investment in technological data management systems such as e-Grants, and capture data in one central and user-friendly location (the Data Warehouse), we will develop and sustain more valuable data that is readily and securely accessible. This will allow employees and partners to perform more efficiently and effectively. The Corporation also supports various forms of sustainability. Through strategic grant-making and more targeted capacity-building, we will provide local organizations with the tools to increase the current annual \$380 million in non- Corporation funds annually leveraged to a total of \$2.5 billion over the next five years. These resources will allow more Americans to serve, increasing the capacity of communities to meet critical local needs.

### **Deliver Exemplary Customer Service**

Over the next five years, we will work towards becoming a Federal government leader in customer service. It is important to us that we engage in continuous open dialogue with our grantees and other resource recipients, staff, community constituents, and other stakeholders, as well as eliminate any undue burden upon these groups that makes accomplishing their goals a challenge. This process, as well as the process for obtaining accurate and relevant data from our customers, will allow us to better serve everyone with

whom we communicate as they continue meeting the needs of those they serve. We recognize that the road ahead will be challenging, but we will actively measure how well we are doing in providing exemplary customer service. As we continue to improve our relationships with constituents and partners, we will listen and respond to our customers' feedback to ensure that our communication and responses are transparent, as well as work with them to ensure we develop and execute strategies for obtaining specific individual program and national performance outcomes.

### **Build a Diverse, Energized, and High-Performing Workforce**

The Corporation recognizes that our hard working and committed employees are our most valuable asset. They have answered the call to public service, and to further embody that ideal, we continue to seek and employ a diverse, energized, and high-performing workforce. To achieve this commitment, we will work to strengthen workforce diversity at all levels, reward high performers, and be more responsive to and supportive of employees. We will provide more opportunities for professional growth and civic participation, as well as identify tools to ensure that all employees are offered the training necessary to perform their expected duties. We believe our improved human capital strategies will help us foster greater employee satisfaction, enhance our performance culture, better reflect staff's civic motivation, and ultimately transform the agency into one of the most rewarding and supportive places to work in the Federal government.

Effective communication is key to successful management; therefore, we will work to ensure that key organizational decisions receive appropriate attention through dialogue between managers, staff, and the broader service network. We will incorporate feedback systems, providing staff with opportunities to be heard and with the assurance that their ideas will be incorporated into the process for making management and administrative decisions and furthering our strategic goals. Furthermore, we will engage in ongoing communication with and through our Diversity Advisory Council and our Union leadership to help ensure that those decisions are responsive, fair, and accurate.

The Corporation aspires to become a successful learning organization. To do this, we will improve and leverage our technologies to ensure we are sharing both knowledge and skills. We will also provide more effective training opportunities that will allow new employees to begin performing their tasks proficiently, as well as to provide existing employees with more learning opportunities to enhance job performance and develop interpersonal skills. We will collaborate with issue area experts to conduct evaluations of programs, and foster “affinity groups” for programs working on similar issues. To support this effort, we will strengthen

our merit and performance culture, reward higher-performing employees, and ensure that compensation is appropriately tied to performance. We believe our improved human capital strategies will help us foster greater employee satisfaction, enhance our performance culture, better reflect staff’s civic motivation, and ultimately transform the agency into one of the most rewarding and supportive places to work in the Federal government. In taking these steps, we will ultimately transform the Corporation into one of the best places to work in the Federal government, and positioning the Corporation as a successful knowledge management organization.

## MANAGEMENT TARGETS

- » Achieve a customer service score on the American Customer Satisfaction Index (ACSI) of 80 plus for our programs, up from 69 in 2005
- » Increase the percent of employees who report overall satisfaction with their job to at least 80 percent, up from 67.5 percent in 2004
- » Achieve a percentage of at least 80 percent of grantees who are satisfied with the overall usability and effectiveness of our major technology systems
- » Have no reportable conditions or material weaknesses identified in the most recent Corporation financial statement audits, down from 1 reportable condition in 2004
- » Increase the percent of government-wide financial management metrics where the Corporation is rated Green to 100 percent, up from 78 percent in July 2005
- » Increase the percent of key internal program management metrics that meet scorecard targets to 100 percent
- » Leverage cumulatively \$2.5 billion in non-Corporation funds from 2006-2010

For data sources and updates on annual targets, see [http://www.nationalservice.gov/about/role\\_impact/strategic\\_plan.asp](http://www.nationalservice.gov/about/role_impact/strategic_plan.asp)