

APPENDIX A

BPH PLANNING PRINCIPLES AND EXPECTATIONS

Planning Principles

The Strategic Planning Initiative (SPI) is rooted in a set of planning principles and expectations important to not only readying a successful planning process, but also in sustaining planning as part of the BPH culture.

The following planning principles have been adopted by the Leadership Team to support SPI and to guide our progress.

BPH will. . .

- Plan as a team, with full respect for dialogue and due process
- Involve customers through assessments to identify customer expectations and needs
- Involve all staff in the actual process and garner their ownership of the plan
- Practice open and clear communication throughout the planning process
- Ensure at the end of a planning cycle that everyone knows his or her unique role within BPH
- Strengthen and practice a planning discipline that strives for common processes and uses the most effective analytical tools and techniques available

Planning Expectations

- BPH will develop a comprehensive strategic plan that reflects and encompasses all of the organization's plans and initiatives.
- Planning and status assessments will become continuous and essential processes within BPH—we must know where we are heading and how to gauge our progress to advance over time.
- Planning will be identified as a *value* within the organization, both in what it brings in the process (means) and what it provides in results (ends).
- Planning skills will be a core competency of BPH leadership and a working knowledge skill for all staff.
- Planning will be reality-based, driven by objective data and foster responsibility and accountability throughout the organization.
- The process and progress of the planning initiative will be clearly and openly communicated to every employee of the organization.
- Planning will result in concrete action leading to true changes, not just be an exercise.
- Planning will occur within a framework of flexibility and not hamper organizational agility.