



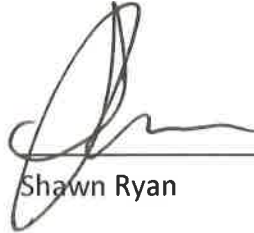
GEORGIA VOCATIONAL REHABILITATION AGENCY

FY 2020 – FY 2024 STRATEGIC PLAN

OFFICIAL AUTHORIZATION OF STRATEGIC PLAN

The undersigned has reviewed this Strategic Plan and will support it as the official and current Plan for the Georgia Vocational Rehabilitation Agency (GVRA) for the period July 1, 2020 through June 30, 2024.

Executive Director



Shawn Ryan

Date:

9/5/19

AGENCY MISSION: THE MISSION OF GVRA IS TO ASSIST GEORGIANS WITH DISABILITIES TO GAIN EMPLOYMENT AND INDEPENDENCE

AGENCY VISION: EVERY GEORGIAN WITH A DISABILITY CAN WORK AND LIVE INDEPENDENTLY

AGENCY VALUES:

- Demonstrating dignity, respect, inclusion and collaboration for our clients and our colleagues.
- Acknowledging, respecting and understanding individuals with disabilities as well as the diversity, differences and similarities of all cultural and ethnic backgrounds of our coworkers and clients.
- Enhancing our knowledge, skills, abilities and resources to deliver quality services.

- Maintaining administrative operations that support field services and are in compliance with federal and state fiscal and programmatic requirements.

ENVIRONMENTAL SCAN/CHALLENGES:

The GVRA Strategic Plan is reflective of a time of transition, with a recently appointed Executive Director and recently hired Director of Vocational Services. The Executive Director, having assumed his role in February 2019, quickly determined the need to implement measures ensuring budgetary and staff efficiency. At the time of this writing, a moratorium on out of state travel is in place as leadership reevaluates programmatic priorities. In addition, the Executive Director has initiated an external review of organizational structure and administrative processes.

This plan is designed to be reflective of both institutional knowledge and industry best practices and also provide leeway for broad-reaching operational level improvements. The plan was developed as a product of meetings between the Office of Strategy and Innovation and staff from all GVRA programs. These meetings included a cross-section of staff inclusive of all programs, with non-management and management staff selected by program directors. These program strategic planning committees ranged from six members to 13 team members and worked in various offices throughout the state. The committees also represented staff who came to GVRA less than a year ago and others with decades of experience. The strategic planning meetings were conducted via conference call, lasting around one hour each. Documents were sent to the strategic planning committee members to review several days prior to each meeting. These documents included information about conducting a SWOT analysis as well as writing SMART goals with measurable objectives. Teams were also given a copy of the environmental scan document showing internal and external information that was reviewed as part of the plan development process and is included in the Appendix section of this Plan. Two meetings were held with most of the programs. After each meeting, detailed notes were sent to all committee members to review and revise as needed.

This Plan also builds on research from the Carl Vinson Institute and the products of a meeting between Institute consultants and GVRA management staff from various programs and administrative areas.

The Office of Strategy and Innovation met with the Executive Director monthly to get feedback on the strategic planning process and Plan development. The Executive Director approved the final Plan document.

GOAL 1 SUMMARY: GVRA WILL IMPROVE ADMINISTRATIVE OPERATIONS

State Strategic Goal Area: Reform state government by maximizing taxpayer value with conservative budgeting and leveraging technology to best utilize limited state resources

Measurable Objective 1: GVRA will reduce administrative operations costs by a minimum of eight percent (8%) by June 30, 2020.

Strategy 1: GVRA will implement efficient processes to reduce expenses to create and maintain conservative budgeting.

Strategy detail: GVRA will review the following to reduce spending and avoid duplication and unnecessary costs:

- Review all policies and procedures.
- Review the organizational structure.
- Review and revise job descriptions.
- Review current leases and facility needs.
- Review all provider and vendor contracts to reduce spending and avoid duplication and unnecessary costs.

Measurable Objective 2: GVRA will maintain budgetary compliance with appropriate internal controls by June 30, 2020?

Strategy 2: GVRA will actively manage budgets that align with existing resources and priorities.

Strategy detail: GVRA will:

- Identify resources that align with the Agency mission and priorities.
- Develop processes to create budgetary transparency.
- Establish mission focused priorities grounded in strategic planning.
- Inform and educate stakeholders on uses of resources available to the Agency.

Measurable Objective 3: GVRA will establish standard operating procedures that support daily and emergency operations by June 30, 2020.

Strategy 3: GVRA will review and revise existing SOPs as well as develop and implement new ones that improve operations.

Strategy detail: GVRA will:

- Review and revise existing standard operating procedures.
- Develop and implement needed standard operating procedures.
- Develop a system for accessing policies that is user friendly, accessible and can be searched by topic.
- Send timely communication alerts regarding office or facility location changes.
- Develop and implement agency-wide emergency preparedness policies and procedures.
- Improve risk management documentation and procedures.
- Improve records storage procedures.
- Develop and monitor an equipment inventory system.

Measurable Objective 4: GVRA will establish holistic strategic planning processes that imbed fiscal, budgetary and programmatic priorities by June 30, 2020.

Strategy 4: GVRA will establish holistic strategic planning processes for continuous improvement of administrative operations and program services.

Strategy detail: GVRA will:

- Ensure strategic priorities and budgetary priorities are aligned.
- Ensure all programs and their departments/units develop strategic plans that align with organization's mission.
- Communicate Agency and program plans to ensure accountability.
- Implement and monitor strategic plans for continuous improvement.
- Establish a quality assurance plan with key performance indicators that align with the Agency and program plans.

Measurable Objective 5: GVRA will establish accountability for all staff, including leadership by June 30, 2020.

Strategy 5: GVRA will establish well-defined expectations in performance management plans that hold all staff accountable.

Strategy detail: GVRA will:

- Implement a system for delivering and documenting staff training on specific state-required training related to workplace environment and workplace safety.
- Implement a system for delivering and documenting staff training on lodging, fleet usage, rental car usage and other travel-related activities.
- Implement and monitor key performance indicators in administrative operations and programs that align with the annual performance measures sent to the Governor's Office of Planning and Budget (OPB).
- Implement program evaluation and monitoring to ensure accountability with key performance indicators, including those that relate to customer service standards.
- Monitor and analyze mid-term and annual performance evaluations for adherence to well-defined job expectations.

Measurable Objective 6: GVRA will improve its organizational culture to result in staff retention and improved services to internal and external customers by June 30, 2021.

Strategy 6: GVRA will exemplify a culture of professionalism, respect, competence, courtesy and helpfulness agency wide.

Strategy detail: GVRA will:

- Regularly discuss Agency values.
- Gather feedback from program staff regarding internal customer service through customer relationship management (CRM) tools.
- Increase understanding of programs by administration through its website, Intranet or other technology.
- Promote an inclusive workforce aligned with its mission and vision.
- Monitor and evaluate customer feedback and staffing levels.

Measurable Objective 7: GVRA will ensure internal budget allocations align with key staffing and training priorities by June 30, 2020.

Strategy 7: GVRA will evaluate and prioritize training needs, including an onboarding process for new hires, to improve staff retention and client services.

Strategy detail: GVRA will:

- Address accessibility needs of staff.
- Prioritize critical staffing needs.
- Implement a uniform on-boarding process to ensure new hires have necessary tools and ongoing support, supervision and feedback for success.
- Establish a training program that promotes an inclusive culture.

Measurable Objective 8: GVRA will establish leadership competency profiles for each specific level of leadership within the Agency by June 30, 2021.

Strategy 8: GVRA will establish an organizational expectation of credible, competent and responsive leadership.

Strategy detail: GVRA will:

- Establish leadership competency profiles for each specific level of leadership within the Agency.
- Communicate leadership competency profile to staff.
- Provide training for leadership.
- Evaluate performance-based leadership competencies.
- Recruit leadership staff based on established leadership competencies.

Measurable Objective 9: GVRA will create an organizational culture where innovation and professional advancement are encouraged and supported by June 30, 2021.

Strategy 9: GVRA will encourage innovation and professional advancement through public-private partnerships and by leveraging technology where feasible and effective to best utilize limited state resources.

Strategy detail:

- Identify professional training opportunities and career pathways.

- Establish individual development plans.
- Encourage participation in leadership programs such as Certified Public Manager (CPM).
- Research and implement online training and other cost-effective training tools.
- Create and implement cross training plans for effective customer service.
- Establish communities of practice within programs so that staff with experience in specific service areas or specific client cases can develop FAQs and other documents for training purposes.

Measurable Objective 10: GVRA will support open communication, both vertical and horizontal to improve Agency culture by June 30, 2020.

Strategy 10: GVRA will track, monitor and evaluate feedback regarding internal communication.

Strategy detail:

- Establish formal and informal communication channels as it relates to the mission.
- Ensure communication is consistent agency wide.
- Establish a process for communicating changes to existing policies or addition of new policies.
- Annually update communication plans and methods.
- Ensure communication flows openly to and from management and non-management staff.
- Develop procedures for a timely response to feedback from staff satisfaction surveys.

GOAL 2 SUMMARY: GVRA WILL IMPROVE CUSTOMER SERVICE FOR ALL CUSTOMERS, INTERNAL AND EXTERNAL

State Strategic Goal Area: Reform state government by improving agency call centers and similar constituent services to be courteous and helpful.

Measurable Objective 11: GVRA will adhere to customer service standards for all customers, internal and external by responding to emails and phone calls within 24 to 72 hours by June 30, 2021.

Strategy 11: GVRA will provide reasonable, appropriate, accessible and necessary service in a timely and efficient manner.

Strategy detail: GVRA will:

- Establish and implement customer service standards that require phone calls and emails to be returned in a timely, responsive, courteous and helpful manner.
- Establish a process for ongoing customer feedback using customer relationship management (CRM) tools.
- Analyze customer feedback regularly for compliance with customer service standards.
- Incorporate these standards into the performance evaluation criteria for all staff.

Measurable Objective 12: GVRA will have a 20% decrease in external customer complaints as reported by the Customer Care Unit from 324 in calendar year 2019 to 298 in 2020.

Strategy 12: GVRA will provide timely, accessible, respectful, courteous and helpful customer service.

Strategy detail: GVRA will:

- Create, demonstrate and model an environment of integrity and trust.
- Provide services in compliance with state and federal regulations.
- Implement training initiatives that support the development of listening skills.
- Provide ongoing training that deals with serving diverse clients.
- Demonstrate respect for internal and external customers through proactive communication and timely responses.

- Monitor and evaluate services based on the changing needs of customers, internal and external.
- Create a universal system to provide accurate information in multiple formats for accessibility.
- Implement processes that allow for ongoing customer feedback at critical intervals in administrative and program service delivery.
- Use approved communication channels for responding to customer feedback.
- Ensure response is accessible to customers.
- Share provider and vendor reviews and evaluation results with those customers in programs who are impacted by these reviews.

Measurable Objective 13: GVRA will maintain confidentiality of client information 100% of the time by June 30, 2020.

Strategy 13: GVRA will develop and monitor processes for sharing of client information that protect client's confidentiality 100% of the time.

Strategy detail: GVRA will:

- Provide HIPPA, HIRPA and other confidentiality training regularly.
- Maintain a directory of internal and external resources on confidentiality that can be accessed by all staff.
- Develop and monitor processes for sharing of client information between GVRA administration and programs.
- Develop and monitor processes for sharing of client information between programs.

GOAL 3 SUMMARY: GVRA WILL PROMOTE AND FACILITATE PARTNERSHIPS WITH THE DISABILITY COMMUNITY, VENDORS, PROVIDERS, AND OTHER AGENCIES FOR EFFECTIVE SERVICE OUTCOMES

State Strategic Goal Area: Reform state government by expanding public-private partnerships and leveraging technology to best utilize limited state resources.

Measurable Objective 14: GVRA will decrease complaints from and establish positive relationships with the disability community by June 30, 2020.

Strategy 14: GVRA will foster collaborative relationships with the disability community.

Strategy detail: GVRA will:

- Respond to the disability community in a timely, respectful, helpful and courteous manner.
- Communicate a consistent and accurate message to the disability community.
- Explore opportunities to do joint messaging with the disability community.
- Solicit regular feedback from the disability community using a variety of tools.
- Report positive feedback regarding relationship with the disability community through internal and external communication channels.

Measurable Objective 15: GVRA will strengthen the relationships with its providers and vendors to best utilize limited state resources by June 30, 2020.

Strategy 15: GVRA will provide reasonable, appropriate, compliant and necessary vendor and provider services in a timely manner.

Strategy detail

- View providers and vendors as an extension of GVRA.
- Communicate regularly with providers and vendors.
- Improve communication channels with providers and vendors.
- Communicate shared success stories with providers and vendors to customers, staff, the disability community and other stakeholders.
- Solicit and analyze feedback from providers and vendors using a variety of tools.

Measurable Objective 16: GVRA will establish processes for tracking, evaluating and monitoring providers and vendors by leveraging technology to best utilize limited state resources by June 30, 2020.

Strategy: GVRA will develop a transparent, user-friendly and accessible process for tracking, evaluating and communicating regularly with vendors, providers and other workforce partners.

Strategy detail: GVRA will:

- Establish a process for regularly updating vendor and provider information.
- Implement provider fidelity reviews.
- Develop and implement a contractor performance evaluation process.
- Use a variety of communication channels to inform providers and vendors about the evaluation process.
- Share results of the evaluation process with providers, vendors and customers.

Measurable Objective 17: GVRA will decrease the number of complaints from other agencies by improving the Memoranda of Understanding (MOU) process by June 30, 2020.

Strategy: GVRA will foster positive relationships with agencies where it has Memoranda of Understanding (MOUs) or other similar agreements.

Strategy detail: GVRA will:

- Review current MOUs for compliance with state and federal regulations.
- Develop process for regular reviews of MOUs and other agreements.
- Communicate accurate and timely information to agencies regarding MOUs.
- Develop dispute resolution process collaboratively with other agencies.
- Share the dispute resolution process with MOU partners and staff.
- Adhere to established communication policies and channels in sharing information with other agencies.
- Track, monitor and evaluate feedback regarding the MOU process
- Analyze feedback to determine complaints have decreased.

APPENDIX

GVRA STRATEGIC PLANNING ENVIRONMENTAL SCAN

A. Scanning Methodology:

1. Data Review
2. Employee Feedback
3. VR Customer Satisfaction Surveys

B. Sources of Information:

External Environment:

1. Governor's Strategic Goals for Georgia
2. University of Georgia Institute on Human Development and Disability (IHDD) VR Customer Satisfaction Survey for FY 2016 for VR clients only
3. University of Georgia Institute on Human Development and Disability (IHDD) VR Customer Satisfaction Survey for FY 2017 for VR clients, counselors and providers
4. University of Georgia Carl Vinson Institute (CVI) Human Resource Development (HRD) Report
5. Department of Audits and Accounts (DOAA) VR Program Audit
6. Rehabilitation Services Administration VR Program Monitoring Report
7. Workforce Innovation and Opportunity Act (WIOA) Georgia Unified Plan
8. Workforce Innovation and Opportunity Act Performance Indicators
9. Employment First Council Report

Internal Environment:

1. GVRA FY 2016 – 2019 Strategic Plan
2. GVRA Annual Performance Measures FY 2013 – 2018
3. GIB FY 2018 Strategic Plan
4. DAS FY 2018 Strategic Plan
5. BEP FY 2018 Strategic Plan
6. RWS Strategic Plan FY 2018 – 2020
7. CSC Strategic Plan FY 2018 – 2020
8. VR Draft Strategic Plan FY 2018
9. VR Crosswalk Response Document, August 2018
10. Key Performance Indicators (KPIs) for Administrative Offices and Program Document, 2019
11. VR Program Vendor List
12. CARF Survey Report RWS 2013
13. CARF Letter, January 6, 2017
14. CARF Survey Report 2017

C. Environmental Scan Areas:

1. Key Performance Indicators for Offices and Programs
2. Business Enterprise Program (BEP)
3. Disability Adjudication Services (DAS)
4. Georgia Industries for the Blind (GIB)
5. Roosevelt Warm Springs (RWS)
6. Cave Spring Center (CSC)
7. Vocational Rehabilitation Services (VR)
8. GVRA Workforce Trends

ADDITIONAL PLAN INFORMATION:

CONTACT INFORMATION:

**CONTACT INFORMATION: : RAJAUNNDA "RAJ" GANDY, CHIEF STRATEGY & INNOVATION OFFICER;
GEORGIA VOCATIONAL REHABILITATION AGENCY (GVRA); 200 PIEDMONT AVENUE SE, ATLANTA, GA
30334; 404-232-1819 OFFICE; 470-316-0304 CELL; RAJAUNNDA.GANDY@GVS.GA.GOV.**