



## **BOD-103: Long Range and Annual Planning – 27 January 2019**

### **Purpose**

The purpose of this policy is to ensure that INCOSE Long Range and Annual Planning will be accomplished at the organizational level, within the context of meeting organization-wide goals, mission and vision.

### **Applicability**

This policy is applicable to the INCOSE Central organization, although it is recommended that Memorandum-of-Understanding (MOU) Chapters establish their own annual plans aligned with the organization-wide goals, mission and vision.

### **Definitions**

Long Range Planning is the process whereby INCOSE describes its vision, mission, and goals. This includes forecasts on future opportunities, criteria on what constitutes success, goals identification, selection and prioritization of initiatives and projects to meet these goals, and resource allocations to support the execution of the approved initiatives and projects.

The Systems Engineering Vision (currently Vision 2025) is a strategic, forward-looking, characterization of the state-of-the-art for Systems Engineering. The Systems Engineering Vision will be updated regularly (at least once every 10 years) and serves as a source of stakeholder needs in support of INCOSE Long Range Planning.

Based on the Systems Engineering Vision, the INCOSE Board of Directors (BoD) establishes a set of forward-looking Strategic Initiatives that capture what needs to be achieved over the next five years to make progress with achieving the Systems Engineering Vision. The Strategic Initiatives are reviewed regularly (at least once every year) by the INCOSE BoD.

Annual Planning is the process whereby the goals and objectives of INCOSE are broken down into an integrated operating plan for the current calendar year. The Annual Operating Plan (AOP) incorporates the activities needed to support the Strategic Initiatives and contains brief descriptions of the approved initiatives and projects, their allocated budgets, and other organizational-level financial and performance objectives for the calendar year. The AOP is used to control the utilization of INCOSE resources, measure performance and manage the organization.

### **Policy Content**

The BoD is responsible for setting the strategic direction of INCOSE by establishing overall policy, goals, and supporting objectives. The BoD approves the annual revisions to the Strategic Initiatives and AOP. The BoD approves revisions to the Systems Engineering Vision.

The President-Elect is responsible for facilitating the strategic planning activities. The Director for Strategic Integration develops and maintains the Strategic Initiatives and guides the updates of the



Systems Engineering Vision. The President-Elect approves the Planning Guides for the long range and annual planning processes.

The Treasurer is responsible for financial guidance, consolidation of financial data and assessment of financial performance.

The Budget and Planning Committee (BPC), under the leadership of the INCOSE President Elect, is responsible for development, oversight and maintenance of the AOP. FIN-101 describes the charter of the BPC. To aid in the development of an integrated AOP, the BPC will establish AOP Planning Guidance. INCOSE template BOD-TEMP-01 is the template to be used to create the AOP.

The Corporate Advisory Board (CAB), Technical Board, Directors and Administrative Committees are responsible for collecting and prioritizing stakeholder needs, and also establishing goals and objectives for their respective areas of responsibility that are in accord with the established AOP Planning Guidance.

Committee and Working Group Leaders need to ensure timely input of their needs and status to CAB Chair, Technical Director, Sector Directors, and Administrative Committee Chairs to support the BoD in the preparation and maintenance of the Strategic Initiatives and AOP.

The BPC will integrate the needs of the various stakeholders to develop an AOP for INCOSE at the organization-wide level that complies with the AOP Planning Guidance. The AOP will then be signed by the members of the BPC and approved by the BoD. The Approved plan will be shared with the overall membership.

The AOP will be monitored regularly and reviewed at all BoD meetings. More frequent review shall be performed as the situation warrants, as established by the President.

### **Responsible Position**

The Treasurer is responsible for the maintenance of this Policy.

### **Related Policies**

FIN-101: Budget and Planning Committee Charter.

### **Related Procedures and Templates**

BOD-TEMP-01: INCOSE Annual Operating Plan Template.

**SUPERSEDES:** BOD-200 dated January 25, 2012

**APPROVED BY:** INCOSE Board of Directors, Torrance CA, 27 January 2019

**POLICY OWNER (RACI Responsible R):** Treasurer

**MAINTAINED BY (RACI Accountable A):** President-Elect