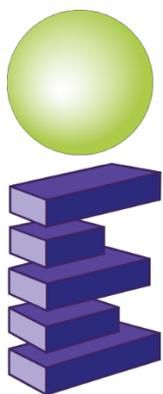




Puerto Rico Statistics Institute

2019-2022 Strategic Plan



**Instituto de Estadísticas
de Puerto Rico**

Estado Libre Asociado de Puerto Rico



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Executive Summary

The Strategic Plan of the Puerto Rico Statistics Institute (hereinafter IE, for its Spanish acronym) involves three organizational development goals for the next three years. All goals, objectives, and recommendations are based on the results of an organizational diagnosis carried out by Linterna, LLC from November 2018 to April 2019. These three goals include: 1) Developing an administrative structure that will allow for the proper functioning of IE's internal processes; 2) Restructuring the Statistical Coordination Committee so that it operates effectively and improves compliance with the law that governs the Institute and establishes its mission; 3) Improving the IE's budget or capital by diversifying its services and projects in order to secure revenue from external sources and non-governmental funding.

The first goal (August 2019 to January 2020) is aimed at creating and standardizing internal project and human resources processes in order for the IE to be able to administratively organize itself and operate in an efficient manner. The second goal (February 2020 to February 2021) will restructure the IE's projects and works to enable it to fulfill its mission and collaborate with Puerto Rico's governmental agencies and municipalities. The third goal (March 2021 to August 2022) addresses the financial needs currently faced by the IE and is intended to steer the IE towards achieving its budgetary autonomy and to ensure that it is not affected by governmental capital cuts. Each goal has its own specific objectives, required activities, duration, necessary resources, and compliance assessment.

Each goal is followed by a set of recommendations per objective, whose purpose is to offer suggestions regarding how some of the activities framed within the strategic plan can be carried out. General recommendations about some aspects that could be improved by the IE based on the results of the organizational diagnosis, but which were not contemplated in the strategic plan, are provided at the end of this document. The plan intends to be open to the views and contributions of the employees performing the work, while being demanding in terms of IE's focus on achieving the fulfillment of its mission.

Introduction

Successful strategic plans are based on the analysis of an organization's basic needs and tools (Sullivan, Stavros & Rothwell, 2016). The IE's strategic plan was based on the results of an organizational diagnosis conducted at the end of 2018 and in early 2019. Its purpose is to set IE's operational, developmental, and organizational growth goals for the next 3 years, addressing the needs exposed by the diagnosis. This strategic plan also entails the implementation of several organizational changes.

Although organizational changes have been consistent and common, it is estimated that between 40% and 70% of these changes fail to be effectively implemented (By, 2005; Isern & Pung, 2007). Most of the changes fail due to the management of human factors (Vakola, 2013). For this reason, in order for this strategic plan to be successfully implemented, we recommend that the IE include its employees in all development and implementation processes and that interventions are planned that will provide them with the necessary tools to create change.

It is important to emphasize that successful strategic plans include a flexibility, follow-up, and self-correction component. Flexibility to allow the people involved in its implementation to provide feedback and feel empowered to achieve the objectives. Follow-up, to measure compliance with the goals and objectives and to be able to celebrate the progress achieved. Self-correction, to evaluate which activities worked well and which still leave room for improvement and, thus, adjust the plan to the activities that yield better results.

The strategic plan introduced below is based on correct data and takes into account the aforementioned scientific elements to increase the chances of successful implementation. Moreover, the plan is presented in a practical way that makes it easier to understand each of the goals. By doing this, we ensure the quality, reliability, and transparency that defines the Puerto Rico Statistics Institute.



August 2019 to January 2020 Strategic Plan

First Product Goal: Developing an administrative structure that will allow for the proper functioning of the Institute’s internal processes.

The results of the organizational diagnosis showed that, even after 11 years of continuous operation, the IE is still in the organizational startup phase. The Institute lacks formal administrative processes for the management of its human resources and the execution of its projects. This resulted in an inefficient operation and kept its employees overburdened with unnecessary administrative work. The high employee turnover caused the IE to restart projects that had been developed, which delayed the processes. Also, most of the administrative processes were performed by the former Executive Director, who followed his own procedures and standards, which were unknown for the rest of the employees. On the other hand, the projects handled at the IE did not have a formal, unified structure. Each employee had to manage the projects as best as they could and there was no way to measure the projects’ progress or status. For this reason, the IE needs to develop an internal structure to work effectively on administrative processes and to be able to carry out its projects in an organized manner that will provide for continuity and that will allow for the measurement of progress. The purpose of this goal is to enable the IE to lay the foundations for the Institute’s development and growth and that they are able to operate effectively with the resources available to them. The table below provides details on how this goal can be achieved according to the areas of greater need that were identified in the organizational diagnosis.

Signs of Success: Reduction in employee turnover, projects developed under a single system with formal processes for all IE employees, changes in staff do not affect the IE’s work and commitments, structured employee selection and evaluation processes, and employee functions that are formalized and known by all employees.

Objectives	Activities	Duration	Necessary Resources	Compliance Evaluation
1.1-Standardizing employee hiring processes by creating protocols and validating their effectiveness.	-Reviewing and updating the employee hiring process and protocol manual to include: a. recruitment process b. structured selection process interview protocol	August to December 2019	-Outsourcing the Human Resources area or educating, training employees who perform these functions at the IE	1. Outsourcing services in August and September. 2. Employee hiring protocol manual to be published by November 2019.

	<p>c. technical or scientific knowledge tests d. establishing a new employee onboarding process. e. exit interview protocol f. establishing a process to retain information on work and projects performed by employees before they leave the organization. - Filling vacancies. - Proving or validating the effectiveness of selection processes.</p>		<p>-Administrative staff -IE Director and Assistant Director -Attorney or legal representative -IE Board</p>	<p>3. Positions approved and hired by December 2019.</p>
<p>1.2-Creating the Procedures to manage statistical projects within the Institute and educating employees on their rules and applications.</p>	<p>-Training employees on project management and the creation of templates to measure the progress of projects. -Establishing a structured project management process that will enable the IE to measure each project's progress. -Empowering employees to prioritize their projects based on the resources they have available to develop said projects. -Producing monitoring reports to report on the progress of each project. -Creating an updated virtual calendar that includes all the projects currently underway at the Institute. -Formalizing the processes to provide employees with 10% of paid time to develop a research area of interest to them. -Reviewing and updating the processes to request data from agencies.</p>	<p>August to October 2019</p>	<p>-Identifying resources to train employees on project management. -Identifying and selecting templates, programs, and applications for project use. -Statistical project managers.</p>	<p>1. Project management process protocol to be created by September 2019. 2. Internal calendar updated by August 2019. 3. Train employees on project management by September 2019. 4. Official procedure for data request to be revised and published by October 2019.</p>

<p>1.3-Reviewing and publishing the processes to grant leave to employees and for case management (e.g., vacation, confidentiality, among others), in order to organize internal employee management processes.</p>	<ul style="list-style-type: none"> -Including employees who will be on leave in the IE's work schedule. -Reviewing the procedures used to grant leave to employees. -Establishing the processes and channels to handle conflicts among employees and ensuring confidentiality. -Creating protocols and training for emergency and natural disaster management. 	<p>August to December 2019</p>	<ul style="list-style-type: none"> -Outsourcing specialized Human Resources services or educating and training staff members who perform said functions at the IE. -IE Director and Assistant Director -Emergency Management Committee 	<ol style="list-style-type: none"> 1. Schedule updated with employee leave information by September 2019. 2. Communication of official processes to grant leave to employees to be sent by September 2019. 3. Communication from the Director regarding the processes and channels to handle internal conflicts to be sent by September 2019. 4. Emergency management protocol and training to be provided by December 2019.
<p>1.4-Transforming performance evaluation tools and restructuring administration processes in order for the IE to have an effective method to measure employee performance.</p>	<ul style="list-style-type: none"> -Measuring part of employee performance based on their compliance with the IE's annual implementation plan. -Establishing a structured performance and competence evaluation process, with measurable and quantitative data. -Updating the customer service satisfaction evaluation process for each project, statistical order provided, immediately after receiving the service from the IE. -Training employees on performance evaluation management. 	<p>August 2019 to January 2020</p>	<ul style="list-style-type: none"> - Outsourcing specialized Human Resources services or educating and training staff members who perform said functions at the IE. -Administrative managers. -IE Director. 	<ol style="list-style-type: none"> 1. Employee competency model to be created by October 2019. 2. Performance evaluation processes to be structured by November 2019. 3. Staff members trained by December 2019. 4. Pilot project on evaluations by January 2020.

<p>1.5-Implementing a plan to improve internal communications in order to promote a healthy organizational culture.</p>	<ul style="list-style-type: none"> -Structured weekly meetings of IE’s management with employees to follow up on projects and internal procedures. -Semi-annual meetings with the IE Board and employees to discuss the projects’ progress. -Include important dates of activities, meetings, etc., in the work schedule. -Implementing an open-door policy in order for employees to be able to meet with the IE’s management. 	<p>Continuous</p>	<ul style="list-style-type: none"> -External resources to provide training and workshops on effective communication strategies, and conflict management to IE employees. -IE Director. 	<ol style="list-style-type: none"> 1. Compliance with weekly and semi-annual meetings. 2. Continuity; activity calendar to be sent every week. 3. Open-door policy to be implemented by September 2019.
<p>1.6-Defining and distributing duties and responsibilities so that every employee is aware of his/her role and is clear about the organization’s expectations.</p>	<ul style="list-style-type: none"> -Evaluating job descriptions to define the essential duties and responsibilities of each employee. -Restructuring the work of statistical project managers and statistical assistants so that assistants report to managers based on goal number 2. -Defining the administrative work to be performed by each employee. -Obtaining human resources to provide support on administrative tasks. 	<p>August 2019 to January 2020</p>	<ul style="list-style-type: none"> -Outsourcing human resources functions or educating and training employees who perform said functions at the Institute. -Administrative Managers -IE Director and Assistant Director 	<ol style="list-style-type: none"> 1. Updated job descriptions by October 2019 2. Job restructuring to initiate in January 2020

Recommendations by Objective:



1.1- In addition to knowledge tests as part of the selection process, structured interviews will allow for assessing the necessary skills to fill each position. These interviews must be developed in such a way as to enable the assessment of the job opening's duties and responsibilities. The selection process must be combined with situational awareness exercises that allow for the observation of job candidates and their skills, and to practice the potential duties they would be performing. As for the exit process, consideration should be given to assessing the IE's protocol on this matter. An exit interview must be established to allow the IE to probe the reasons why the employee is leaving the organization. A process to retain important information on the work, contacts, and projects that were being conducted by the employee must also be established in order to store said information or to give continuity to the work that was being carried out. Collecting this information in advance is important to be able to train the next person that will take the job, in order to avoid having to start from scratch every time someone leaves the organization.

1.2- Employees who work as statistical project managers must have the necessary project management skills. Managers should receive training to provide them with the necessary skills that will allow them to structure the process they use to perform their work at the IE. As part of this process, they must evaluate the resources available to them to develop their projects and establish a system that will enable them to measure progress on each of the projects and compliance of their objectives and goals. To control this process, managers should ideally prepare a (simple) report stating their achievements and the challenges they have faced in the project they are working on, and present said report at the staff meetings. It is important to create a work schedule indicating all the projects being developed at the Institute, as well as all the important dates related to project activities. On the other hand, a practical project management strategy would be to allow employees to have a space where they can develop statistical projects or research on an interest area and to incentivize employees for their achievements in the performance of their project or research. It is recommended, first, that managers develop project management skills; second, that a management process be formalized throughout the IE; third, that all projects be scheduled and monitored; and, fourth, that the process to grant 10% of paid work time for managers to work on projects that are of interest to them be formalized.

1.3- All the processes currently used at the IE to grant leave to employees must be reviewed. A formal process must be established and must be followed by all employees. This process must allow for an employee who will be taking annual leave to make the necessary arrangements so that his tasks and responsibilities can be handled by other employees who will be working at the Institute during said period. This should be an administrative process not handled entirely by the Executive Director. Staff members who work on processes related to the granting of



employee leave must create an employee leave schedule that may be accessed by all employees, in order to avoid conflicts due to key employees being absent at the same time. Other protocols that should be implemented include emergency or disaster management and training employees on these matters. In this regard, the committee appointed by the IE should be responsible for finding resources.

1.4- Performance evaluations should be transformed into a continuous feedback system where employees may highlight their skills and goals to further their professional development. Evaluating the service provided to clients immediately after services are rendered allows for a constant service quality control and can be a useful performance evaluation tool to be used with IE employees. It is also recommended that the IE's annual implementation plan be used to measure employee compliance with each of the assigned goals. Lastly, employee skills must be assessed (in accordance with the skills being assessed as part of the selection process) in order to encourage professional growth and a constructive feedback culture. This can become a 360-degree assessment where employee performance may be measured in terms of administrative performance, compliance, customer service, and professional development skills.

1.5- Semi-annual meetings with the Board should be scheduled so that employees may have the opportunity to share their projects with the Board members. As for internal communications, a calendar should be created and be available to all Institute employees, indicating the activities and projects that will be conducted. This calendar must be updated on a monthly basis and a weekly agenda may be sent by email to all employees. Weekly meetings between employees and the IE's Executive Director should also be held in order to discuss employee performance and achievements and provide feedback on projects currently underway.

1.6- An analysis of the Institute's organizational structure and job descriptions must be conducted and compare it to the tasks currently performed by the employees. This will enable the IE to update the job descriptions based on the real functions carried out by the employees and will provide employees with clear expectations of their duties and responsibilities according to their position, thus avoiding confusion of roles. This analysis will also enable the IE to adjust its organizational structure so that the IE is able to operate efficiently through the proper management channels (e.g., that Administrative Assistants report to Statistical Project Managers instead of reporting to the Executive Director).



February 2020 to February 2021 Strategic Plan

Second Product Goal: Restructure the Statistical Coordination Committee so that it operates effectively and improves compliance with the law that governs the Institute and establishes its mission.

The organizational diagnosis results showed that the IE was operating under a market response model. That is to say, its projects and work were mostly rooted in what was being requested of them by external agents or based on the specific interests of internal personnel. This translated into an internal and external perception of inadequate compliance with its mission as established by law. The IE does not have a structured process for working with government agencies and municipalities. Until the diagnosis was carried out, its primary focus was not working with these agencies in order to carry out its mission. The IE has competent and prepared employees that enable it to comply with the purpose for which it was created. However, the employees did not have a clear direction regarding their functions and the IE's focus or mission. This second product goal restores the primary focus of the IE's mission. There is currently no other organization that has the structure and capability to work with the data and statistics of the government agencies and municipalities of Puerto Rico. In fact, the IE law establishes the creation of the Statistical Coordination Committee to facilitate working with this population and making the data available to the country. This goal is the one that would produce the best results with the least amount of effort and in the least amount of time possible. The purpose is to have the IE resume its primary mission and restructure its internal operations based on the work and necessities of this committees, in which all of the country's agencies and municipalities should participate. The vision is for the IE to be the statistical advisor to all of the country's agencies and municipalities, keep the people informed, and oversee when collaborative connections are not possible. The following table lists the steps for restructuring said committee and improving compliance with the IE law.

Signs of Success: High active participating percentage for agencies and municipalities in the committee, large number of projects (or data) published concerning the agencies and municipalities, high satisfaction ratings in the agencies and municipalities using IE services, statistical project managers actively directing and working with their assigned clients.

Objective	Activities	Duration	Necessary Resources	Compliance Evaluation
<p>2.1-Creating a manual establishing the work processes of the Committee and the general statistical parameters with which the agencies or municipalities participating in the committee must comply.</p>	<p>-Creating a manual considering the following areas:</p> <ul style="list-style-type: none"> a. Requirements for committee members. b. Number and frequency of official meetings. c. Committee work processes. d. Minimum statistical quality parameters for all agencies or municipalities. e. Duties and procedures for assigned advisors. f. Agency or municipal subcommittees. g. Date request processes. h. Establishment of the annual statistical projects calendar. i. Processes for publishing works completed thanks to the committee. j. Certifications and acknowledgements for agencies and municipalities. <p>-Training employees in these new processes.</p> <p>-Presenting the manual to the members of the committee and making a copy public.</p>	<p>February to May 2020</p>	<p>-Head of Statistical Coordination Committee.</p> <p>-IE Director and Assistant Director</p> <p>-Consulting company</p> <p>-IE Board</p>	<ul style="list-style-type: none"> 1. Manual finalized by April 2020. 2. Employees trained by May 2020. 3. Presentation of the manual at the committee by May 2020.

<p>2.2-Performing an analysis of the needs of the agencies and the municipalities participating in the committee to establish a plan for projects and statistical consultancy.</p>	<p>-Create a tool that allows for the collection of information based on the needs of the agencies. -Organize a committee meeting to discuss the needs of participating organizations. -Analyze the information collected and create a plan with goals and projects.</p>	<p>May to July 2020</p>	<p>-Head of the statistical coordination committee. -Director and Assistant Director of the IE. -Consulting company.</p>	<p>1. Collect information by June 2020. 2. Analyze information and create a preliminary plan by July 2020.</p>
<p>2.3- Assigning and distributing committee participants among the IE statistical managers so that they may act as consultants and be in charge of addressing each agency's projects and needs.</p>	<p>-Assign the agencies to the personnel so that each one leads a subcommittee. -Perform an analysis of the specific needs of the participants of that subcommittee. -Completing a report of the needs for the head of the committee that includes recommendations for addressing said needs.</p>	<p>August to October 2020</p>	<p>- Head of the statistical coordination committee. - IE Director and Assistant Director. -Statistical project managers. -Consulting company.</p>	<p>1. Divide the statistical managers in charge of the subcommittees by August 2020. 2. Report concerning the needs of the subcommittee's members, to be submitted in October 2020.</p>

<p>2.4-Each statistical manager will plan and publish a calendar with the various statistical projects and services they will be providing for each of their clients.</p>	<ul style="list-style-type: none"> -Maintaining regular communication with members of the subcommittee. -Each employee must individually meet with the representative of each agency assigned to them in order to create a collaborative environment between them and in order to be able to present goals, projects, and work plans. -Each subcommittee must determine which statistics have priority. -Creating a statistical project plan for each subcommittee and submitting it to the head of the committee and the directors of the IE. 	<p>November 2020</p>	<ul style="list-style-type: none"> - Statistical project managers. - Head of the Statistical Coordination Committee. - Consulting company. 	<p>1. Each subcommittee's plan finalized and submitted by October 2020.</p>
<p>2.5- Implementing a technological infrastructure at the IE so that agencies and municipalities may directly submit data, share information, and improve collaboration.</p>	<ul style="list-style-type: none"> -Analyzing the type of platform required for creating the internal system. -Making an inventory of the information that the system would be collecting. -Creating a technological flowchart of the system's functions, accesses, processes, and commands. -Establishing the security criteria necessary for protecting the system's information. -Training employees and members of the committee in the use of the program. -Creating and run a pilot analysis of the program. 	<p>February to December 2020</p>	<ul style="list-style-type: none"> -IT department -Consulting company -IE Director and Assistant Director 	<ol style="list-style-type: none"> 1. Platform or system created by July 2020. 2. Pilot project evaluated and adjusted by December 2020.

<p>2.6- Implementing a culture of collaboration with the committee's participants so that the managers can provide consultation services and work on projects effectively.</p>	<ul style="list-style-type: none"> -Regular informative meetings and previews of the various projects. -Notifications of collaboration with public agencies. -Workshops that gather together agencies with similar needs. -Training statistical project managers in the skills necessary for providing their clients with consultation services. 	<p>November 2020</p>	<ul style="list-style-type: none"> - Statistical project managers -Leaders and participants of the Statistical Coordination Committee 	<ol style="list-style-type: none"> 1. Number of quarterly meetings carried out. 2. Quality of collaborative projects that have been presented or published.
<p>2.7- Planning the expansion of the statistical services provided to agencies and municipalities in order to increase the committee's reach.</p>	<ul style="list-style-type: none"> -Determine compliance with this strategic plan's objectives. -Create a new, more specific plan taking into account everything that has been learned. -Increase the number of clients participating in the committee. -Get involved in the various statistical needs of the committee's members. 	<p>February 2021</p>	<ul style="list-style-type: none"> - Head of the Statistical Coordination Committee. -IE Director and Assistant Director -Consulting company -IE Board 	<ol style="list-style-type: none"> 1. Report regarding compliance and objectives achieved by August 2020. 2. 2020-2021 Growth Plan by August 2020.

Recommendations by Objective:

2.1- A manual should be created that establishes the work processes for the statistical committee. This manual must define the parameters for participating in the committee. The procedure for meetings with the committee must be structured. It must also be established that each manager must be prepared to work on the structuring and planning of meetings and establishing proper contacts with the agencies. The frequency of the meetings (quarterly), the work process, and the minimal quality parameters for all of the agencies and municipalities must also be established. Once the process has been established, a meeting should be held with all of the members of the committee in order to inform them of the new changes and procedures to be followed.



2.2- Once the new work processes have been established, an analysis of the general needs of the agencies should be carried out in order to evaluate how the IE can act as a support resource and advisor that addresses their needs and creates a collaborative dynamic between itself and the agencies. To do this, a questionnaire type tool must be created that would facilitate measuring the areas where the agencies have needs. Once the information has been collected, it must be analyzed and discussed with the committee in order to distribute the agencies to the statistical project managers and prioritize the goals and projects that will be pursued based on the needs presented.

2.3- Each statistical project manager will be in charge of a list of agencies and municipalities with which it will create a subcommittee. These managers must take care of analyzing the needs presented by the agencies more thoroughly and developing a work plan (approved by the head of the statistical coordination committee) to address those needs based on the established priorities. These plans must be developed within IE's framework for managing projects that is proposed in the first product goal.

2.4- This must be the only calendar used, to which all relevant employees have access. Each manager must ensure that it is kept up to date. Tools such as *google calendar* or *outlook* could be used to create and share it.

2.6- In order to establish this collaborative culture, it is necessary to, for example, ascertain the needs of the agencies, verify whether there is parity with other agencies, and create development workshops that unify the agencies with similar needs (this allows for maximizing resources, establishing teamwork, and pursuing opportunities in agencies from a collaborative perspective). The IE must ensure that each manager has the skills necessary for dealing with customer service situations, such as communication skills, the handling of difficult situations, the handling of conflicts, interpersonal skills, emotional intelligence, among other skills necessary to avoid reaching a point where legal action must be taken.

2.7- Expanding implies having the opportunity to reach a progressively greater number of agencies and municipalities and being able to address more specific or complex statistical needs within each organization. As this occurs, the IE will be able to have a greater impact on the country's statistics and will encourage the use of data in making important decisions. In general, the actual needs of the agencies and municipalities must be established; this allows for working directly with what may be affecting the production or quality of data.



March 2021 to August 2022 Strategic Plan

Third Product Goal: Improving the IE's budget or capital by diversifying its services and projects in order to secure revenue from external sources and non-governmental funding.

Historically, the IE has not been able to receive 100% of the budget established in its organic law. In addition, like many other agencies, it has been affected by budget cuts that prevent it from fully pursuing its mission. The results of the organizational diagnosis show that the majority of people are not aware of the IE's true mission, how it operates, or what services it provides. The diagnosis also found some opportunities for maximizing the use of the budget it possesses. The IE's work is so important to the effectiveness of the country's decision-making process that its survival must be ensured. In order to do this, it is important for the IE to not depend entirely on the budget assigned by the government for its operations. The IE must raise awareness of itself, begin to capitalize on the services it can provide, and make itself relevant to the country by providing reliable data about the various subjects of interest. The purpose of this third goal is to begin creating the foundations for the IE to produce an income in addition to the budget assigned to it by the government. The vision is to have the IE achieve the budget it needs to fully pursue its mission and grow so that it may involve itself in the handling of other data and statistical subjects that are of important to the country.

Signs of Success: The reception of federal funding for projects managed by the IE, the acquisition of new employees solely dedicated to this goal within the IE, a greater number of services offered to the private sector, the development of works or projects in collaboration with scientific institutions (e.g. universities), and the procurement of at least 30% of the IE's budget from external sources within 5 years.

Objectives	Activities	Duration	Necessary Resources	Compliance Evaluation
3.1- Submit at least 3 project proposals for federal funding per year and promote the IE's growth.	<ul style="list-style-type: none"> -Educating and training employees in the handling of federal proposals. -Making a list of federal proposals relevant to the IE. -Applying to 1 proposal each quarter when resources are available to work on it. 	Continuous	-Personnel dedicated to these development projects	1. Number of proposals submitted per year, at least 3 by August 2021
3.2- Structure and advertise the "statistics on demand" service in order to increase the number of orders and address the specific statistical needs of any person.	<ul style="list-style-type: none"> -Defining the types of projects that will be worked on with this service. -Advertising the service, costs, and processes through networking and the press. -Establishing the resources available for providing this service efficiently and establishing a volume of projects to be accepted each period. 	March to June 2021	<ul style="list-style-type: none"> -Director and IE Assistant Director -Independent contractor 	<ul style="list-style-type: none"> 1. Service defined and structured for April 2021. 2. Service advertisement and procurement of clients starting in May 2021.

<p>3.3-Establishing at least 3 partnerships with academic or scientific institutions so that the IE can become involved in additional projects and certify the work they perform.</p>	<ul style="list-style-type: none"> -Creating statistical project parameters for certifying the work carried out by institutions outside of the IE. -Searching for and analyzing academic institutions that have internship programs related to the subjects the IE works with in order to assign at least one intern to each statistical manager. -Establishing partnerships with research programs at universities in order to develop collaborative projects and take advantage of their resources. -Delegating statistical projects that are of public or private interest to the partnership 	<p>March 2021 to August 2022</p>	<ul style="list-style-type: none"> -IE Director and Assistant Director -Statistical project managers 	<p>1. In each assigned period, they must comply with the establishment of 3 partnerships.</p>
<p>3.4- Providing specialized services to agencies or private entities that use the statistical data available to the IE based on its organic law in order to secure a revenue stream in addition to the work it already performs.</p>	<ul style="list-style-type: none"> -Analyzing the opportunities public agencies and private organizations have that can be worked on using the data available to the IE. -Sending simple proposals directly to resources that may be interested in the services. -Incentivize statistical managers and assistants to meet a minimum annual sales or service quota. 	<p>From August 2021</p>	<ul style="list-style-type: none"> - IE Director and Assistant Director - Statistical project manager 	<p>1. Sell at least 3 services per year.</p>



Recommendations by objective:

3.1- A person should be hired (it can be a contractor) who has experience working with federal proposals and who would be dedicated solely to seeking federal funding. This person must have the necessary qualifications for carrying out the entire process: searching for funding, creating proposals, and when said proposals are accepted, establishing a work plan that follows the objectives, in addition to evaluating its compliance. If an external person who has this experience is not hired, an employee should be selected and trained to be exclusively dedicated to this role.

3.4- The data needs for public and private organizations can be identified in order to establish specialized service pricing based on that data. Using the data already available to the IE, it is possible to identify the needs and opportunities that could help the organizations develop. This is a specialized service intended to aid the development of clients utilizing the data that is already available.

General Follow-up Recommendations for the Institute

Below we have listed the general recommendations that can be followed by the IE and which are based on the results of the organizational diagnosis and would help in implementing the strategic plan while contributing to its organizational development.

1. Complete a process whereby all Board members socialize with and get to know the IE's employees, the organization's operations, its organic law, and the institution's history.
2. Verify and balance employee pay scales based on their qualifications and responsibilities.
3. Search for organizations and professionals who provide the same services as the Institute and establish a benchmarking process in order to evaluate their products, services, and work processes by comparing them with the Institute's own services in order to remain highly competitive.
4. Give wider publicity to the IE's statistical projects and services.
5. Train employees to develop their interpersonal work skills (e.g. teamwork, stress management, leadership, motivation, creativity, effective supervision).
6. Update and increase the relevance of subjects that people wish to know about and understand, using simple language designed for the general public.
7. Amend the law in order to achieve a better development focus for the IE and clarify its administrative processes and autonomy.
8. Create a department (or assign a person) within the IE that will be dedicated to advertising and marketing services, projects, and publications—and to establishing strategic partnerships in order to publish the data and enhance the IE's financial resources.
9. Select subjects for projects that are currently relevant to the country and produce statistical reports that facilitate promoting the Institute and improving its relevance to the people. These reports must be in line with the country's needs and must demonstrate transparency in its statistical data in order to change the public's perception of the IE.
10. Renovate and update its webpage in order to improve usability and access to data and its various tools.
11. Engage in public policy processes in order to provide data and protect the privileges of the IE.

12. Empower employees so that they can become the face and representatives of the IE through their respective projects. Employees must feel that they are part of the decisions made at the IE that affect their work.
13. Maximize the resources and physical spaces of the IE in order to improve ergonomics and provide a comfortable environment where employees can work with their teams.
14. Hire additional personnel dedicated to all of the objectives and work related to the third product goal in order to prevent an overload of work and the derailing of the IE's primary mission.