

Guidelines for evolving Vision and Mission Statement

A *Vision* is an idealized state for the department. It is the big picture of what the leadership wants the department to look like in the future. The department's *Mission* is the nuts and bolts of the vision. Mission is the 'who, what and why' of the department's existence.

Vision is a symbol, and a cause to which we want to bond the stakeholders, (mostly employees and sometime other stake-holders). As they say, the people work best, when they are working for a cause, than for a goal. Vision provides them that cause. Vision is a long-term statement and typically generic and grand. Therefore a vision statement does not change from year to year unless the department is dramatically restructured and is expected to undertake very different tasks in the future.

Vision should never carry the 'how' part of vision. For example ' To be the most admired brand in Aviation Industry' is a fine vision statement, which can be spoiled by extending it to ' To be the most admired brand in the Aviation Industry by providing world-class in-flight services'. The reason for not including 'how' is that the 'how' part of the vision may keep on changing with time.

Writing up a Vision statement is not difficult. The problem is to make employees engaged with it. Many a time, terms like vision, mission and strategy become more a subject of scorn than being looked up-to. This is primarily because leaders may not be able to make a connection between the vision/mission and people's every day work. Too often, employees see a gap between the vision, mission and their goals and priorities. Even if there is a valid/tactical reason for this mismatch, it is not explained. The leadership of the ministry (Minister and the Secretary) should therefore consult a wide cross section and come up with a Vision that can be owned by the employees of the ministry/department. Vision should have a time horizon of 5-10 years. If it is less than that, it becomes tactical. If it has a horizon of 20+ years (say), it becomes difficult for the strategy to relate to the vision.

Features of a good vision statement:

- Easy to read and understand.
- Compact and crisp to leave something to people's imagination.
- Gives the destination and not the road-map.
- Is meaningful and not too open ended and far-fetched.
- Excites people and makes them feel energized.
- Provides a motivating force, even in hard times.
- Is perceived as achievable and at the same time is challenging and compelling, stretching us beyond what is comfortable.

The entire process starting from the Vision down to the objectives is highly iterative. The question is from where we should start? We strongly recommend that vision and mission statement should be made first without being colored by constraints, capabilities and environment. It is akin to the vision of several armed forces: 'Keeping the country Safe and Secure from external threats'. This vision is non-negotiable and it drives the organization to find ways and means to achieve their vision, by overcoming constraints on capabilities and resources. Vision should be a stake in the ground, a position, a dream, which should be prudent, but should be non-negotiable barring few rare circumstances.

Mission follows the Vision:

We strongly recommend that mission should follow the vision. This is because the purpose of the organization could change to achieve their vision. Ministry / Department's *mission* is the nuts and bolts of the vision. Mission is the 'who, what and why' of your department's existence. The vision represents the big picture and the mission represents the necessary work. Mission of the department is the purpose for which the department exists. It is in one way the road to achieve the vision.

Objectives:

Objectives represent the developmental requirements to be achieved by the department in a particular sector by a selected set of policies and programmes over a specific period of time (short-medium-long). For example, objectives of the Ministry of Health & Family Welfare could include: (a) reducing the rate of infant mortality for children below five years; and (b) reducing the rate of maternity death by (30%) by the end of the development plan.

Objectives could be of two types: (a) Outcome Objectives address ends to achieved, and (b) Process Objectives specify the means to achieve the objectives. As far as possible, the department should focus on Outcome Objectives. Objectives should be directly related to attainment and support of the relevant national objectives stated in the relevant Five Year Plan, National Flagship Schemes, and relevant sector and departmental priorities and strategies, President's Address, the manifesto, and announcement/agenda as spelt out by the Government from time to time. Objectives should be linked and derived from the Departmental Vision and Mission statements. The functions of the department should also be listed in this section. These functions should be consistent with the allocation of business for the department / ministry.

[Excerpts from Performance Management Division website, Cabinet Secretariat]]

Ministry of Power

Vision

Reliable, adequate and quality power for all at reasonable prices.

Mission

Ministry of Power seeks to achieve its vision by providing necessary support and enabling policy framework for integrated development of power infrastructure in the country to meet the requirements of the growing economy and to meet the requirements and aspirations of the people for quality power particularly of poor households in rural areas.

Objectives

- 1 Improving the Power availability.
- 2 Expanding the Transmission Network in the country
- 3 Universal power access through implementation of RGGVY scheme
- 4 Reducing AT&C losses through implementation of R-APDRP scheme
- 5 Enhancing the availability of trained and skilled manpower for the power sector

Department of School Education & Literacy

Vision

To ensure education of equitable quality for all to fully harness the nation's human potential.

Mission

- a. Reinforce the national and integrative character of education in partnership with States/UTs.
- b. Improve quality and standards of school education and literacy towards building a society committed to Constitutional values.
- c. Provide free and compulsory quality education to all children at elementary level as envisaged under the RTE Act, 2009.
- d. Universalise opportunities for quality secondary education.
- e. Establish a fully literate society.

Objectives

- 1 Access: Expansion of quality school education.
- 2 Equity: Inclusion of disadvantaged groups and weaker sections
- 3 Quality: Improving standards of education.
- 4 Formulating policy and carrying out institutional and systemic reforms.

Department of Information Technology

Vision

e-Development of India as the engine for transition into a developed nation and an empowered society.

Mission

e-Development of India through multi pronged strategy of e-Infrastructure creation to facilitate and promote e-governance, promotion of Electronics & Information Technology- Information Technology Enabled Services (IT-ITeS) Industry, providing support for creation of Innovation / Research & Development (R&D), building Knowledge network and securing India's cyber space.

Objectives

- 1 e-Government: Providing e-infrastructure for delivery of e-services
- 2 e-Industry: Promotion of electronics hardware manufacturing and IT-ITeS industry
- 3 e-Innovation / R & D: Providing Support for creation of Innovation Infrastructure in emerging areas of technology
- 4 e-Education: Providing support for development of e-Skills and Knowledge network
- 5 e-Security: Securing India's cyber space

Comptroller and Auditor General of India

Vision

The vision of SAI India represents what we aspire to become: We strive to be a global leader and initiator of national and international best practices in public sector auditing and accounting and recognised for independent, credible, balanced and timely reporting on public finance and governance.

Mission

Our mission enunciates our current role and describes what we are doing today: Mandated by the Constitution of India, we promote accountability, transparency and good governance through high quality auditing and accounting and provide independent assurance to our stakeholders, the Legislature, the Executive and the Public, that public funds are being used efficiently and for the intended purposes.

Core Values

Our core values are the guiding beacons for all that we do and give us the benchmarks for assessing our performance

- Independence
- Objectivity
- Integrity
- Reliability
- Professional Excellence
- Transparency
- Positive Approach

