

## Preparation of Strategic Plan at State Vocational High School 26 Jakarta

Desi Rahmawati, Suryadi, Dirgantara Wicaksono, Fasya Aziza Khairina, Fatkhuriyah

State University of Jakarta, Jakarta, Indonesia

e-mail: [desimpunj@gmail.com](mailto:desimpunj@gmail.com)

### Abstract

This study aimed to obtain empirical data on the preparation of the strategic plan at State Vocational High School 26 Jakarta and Human Resources involved in the preparation of strategic plan. This research used qualitative approach with descriptive method. Data collection was done through interviews, observation, and documentation study. Data sources from this research are principal as key informant, and 5 supporting informants. The results showed that (1) the Strategic Plan was prepared for the next 4-5 years. But the school is no longer developing Strategic Plan from the beginning, just reviewing the vision, mission, goals and analyze the internal and external environment. (2) Human Resources involved in the process of drafting Strategic Plan at State Vocational High School 26 Jakarta is the core components of schools such as principal, vice principal all areas assisted by staff, Chairman of Skills Competence, Working Group, Administrative staff, and other staff. Meanwhile, teachers and students also have a role that is to provide input and suggestions for the program to be implemented it.

Keywords: Strategic Plan, Vision, Mision, Goals, Analysis of Internal and Exsternal Environment, Human Resources.

## 1 INTRODUCTION

The school is an educational institution which was given the task to realize the goal of national education should implement better role. Role in implement the school as an institution, must be well managed in order to realize the objective of education that have been formulated with optimal. In order for the management of the school can be implement well, it takes a strategic planning for a period of time that can be relied upon as a determinant of the future of the school. According to Bryson (2004:15) "Strategic planning is simply a set concepts, procedures, and tools designed to help leaders, managers, and planners think, act, and learn strategically." This indicates that strategic planning can be used as one procedures and a device to help leaders in this case of school principals in think, act, and learn strategic. Original purpose is to formulate and implement a decision about the organization the future as put forward by Kerzner (2001:15) that "strategic planning is the process of formulating and implementing decision about an organization's future direction." With the strategic planning, so schools can know position school today, which way to the purpose to be achieved and how to getting there. All summarized in vision, mission, the aim

and operational plan school. Vision is an ideal image for the future which is desired by the organization. So the vision will be an effective influence on the accomplishment of an objective organization (Hutabarat dan Husaini, 2006:27). The vision statement provides a focus for all parties involved in the strategic plan, including employees, customers, and suppliers (Coulthard, Howell and Clarke, 2000:16). It is said that vision should be focused to many parties, not just the interests of individuals or some groups and also in the process of formulation involved many parties good customers internal and external. While mission is explanation for the organization or the institutions A company's mission statement different from its vision in that it encompasses both the purpose of the company as well as the basis of competition and competitive advantage (Ketchen and Eisner, 2008:54). Be said that that distinguish vision with the mission is that covering the purpose of the mission as well as competition and the competitive advantage. Next the goal, according to Sengupta and Chandan (2011:34) A goal is a specific target that a firm intends to reach in the long-term. A goal describes clearly the activities and tasks to be completed by an individual, a department, or an organization. Therefore goal must be made explained as easily as possible, so

could lead all human resources involved in organization to reach a joint purpose. As well as in State Vocational High School 26 Jakarta have been doing strategic planning process. the school is located at JL. Balai Pustaka Baru No.1 Rawamangun, East Jakarta had the vision "Be the best achievement with excellence and Noble character". And on a mission (1) implement a quality management system ISO 9001: 2008. (2) increase professionalism human resources through education and training. (3) increase the quality of learning competency based, working with the business world / industry. (4) infuse independence, professionalism to all students optimal through development . According to school principals State Vocational High School 26 Jakarta review or revision, To seeing how to the present .The formulation vision, mission, and the purpose of school qualified will determine the future desirable school, because vision, mission, goal and programs integrated into strategic planning this is the reference schools in an activity as educational. Based Information from above, so the purpose of the research is to get a on the preparation of strategic planning in vocational school 26 Jakarta and human resources (resources) involved in the preparation of strategic planning.

## 2 METHODS

This study used a qualitative approach through a descriptive method. The study is done in vocational high school 26 Jakarta which is located on balai pustaka rawamangun baru street number 1, Pulogadung, East Jakarta 13220. Data collection is done through observation, interview, and study documentation (Sugiyono, 2014:38). The source of this research is the school principal, vice principal the field of the curriculum, vice principal the field of integrated quality, vice principal of education infrastructure, vice principal of public relations and partnerships, and deputy principals the field of student. The stage of the data analysis done by stages of the reduction of the data, display data and verification of data. (Matthew M, Michael H, And Johnny S, 2014:12). Test the validity of the data includes: credibility test, transferabilitas, dependabilitas, and konfirmabilitas.

## 3 RESULT

### 3.1 The Process of Preparing The Strategic Plan

The formulation of strategic planning usually done on 4-5 years but at the time of the schools no longer compiled from the beginning, because it is been 2 (two) years ago since strategic plan renewed. School only review vision, mission, the purpose, analyzing the internal and external environment, and the next school develop the annual work. The review from vision coincided with the mission and the purpose of school. Vision, mission and school objectives replaced when all is irrelevant to the needs of the industry or stakeholders who collaborated with Vocational High School 26 Jakarta and challenges time progress, as a challenge time progress demanding schools to educate learners that have qualifications towards the era of the asean economic community. The review from vision, mission, the Vocational High School 26 Jakarta for approximately one week, begins with internal meeting. Conducted by the school principal and his team consisting of, vice principal, representatives of industry and head of internal supervisory. Then head of internal supervisory form a team framers which consists of the council of teachers, head of programs studies, committee chairman, administrative and head of Inter organization school. After the formation of team, proved meeting team the formulation for consultation and presentation indicators the vision. When formulate indicators vision team framers have to take national education standards as the foundation or reference in the preparation of vision school .

When the concept and indicators the vision had found a consensus, the next process is the formulation vision, mission, objectives and socialization formulation to the people of school through meeting, ceremony, in the classroom, posters or banner installed at every corner of school. But vision Vocational High School 26 Jakarta is "be the best with a achievement and noble pleaseth". mission (1) implement a quality management system ISO 9001: 2008. (2) increase professionalism human resources through education and training. (3) increase the quality of learning competency based, working with the business world / industry. (4) infuse independence, professionalism to all students optimal through developmentl. Goals: a) in graduates with knowledge, skill and attitude professional to be able to competencei in labor market national and international. b) in cooperation with the business world and an industry that national and international level. c) producing graduates capable of entrepreneurship and continued on the level of education higher. d) all power education and education have a certificate profession expertise.

Vocational High School 26 Jakarta Have done analysis environment internal and external school. When this is strength for vocational high school 26 Jakarta among other: numbers of workers educators and education enough, the size of the to 25973 square meters, had a means of and infrastructure sufficient, implement Prakerin (The practice of industrial work) within 12 months with companies that has been working with schools. But there were also some weakness owned vocational high school 26 Jakarta, many of them teachers and teaching staff that is less to take overwhelm of it, in addition there are also many teachers who had almost reached the pension, and some teachers and teaching staff that has not been to take overwhelm of the english. There are also opportunities and challenges who comes from a foreign school vocational high school 26 Jakarta, one of the chance to vocational high school 26 Jakarta is more and more companies that wants to work with vocational high school 26 Jakarta and the more chance of employment for persons who had completed school tuition in accordance with their skills in program, while those is a challenge for vocational high school 26 Jakarta, there will coming into force of MEA (the asean economic community) this will require vocational high school 26 Jakarta to make better preparation tamatan having competence superior with applied high integrity. Then subsequent does is make the annual work programme. In making the annual work program beginning with the holding of meetings conducted by the internal vice principal together with his team. Then each vice principal along his team compile any programs that will be planned and implemented at schools. When compiling the program, a joint Wakasek staff should pay attention to School Self-evaluation, the strategic issues that are developing, as well as regulation or regulations applicable at the moment of the Government both in the level of National, or Jakarta. It is meant to be consideration when devising a program. After all the vice principal of schools in preparing the program , raised a meeting come to meeting annual work. At the meeting each vice principal presented the results of program that has been they made, and vice principal asked approval to the school principal in declared the program. Programs had already been prepared by by all vice principal will implemented at the school for 1 (one) year from beginning to end academic year. These programs description or the implementation of strategic planning / rkjm ( medium-term work plan which is valid to 4-5 years forward.

### **3.2 Human Resources are Involved in The Preparation Strategic Plan**

Human resource are involved in the preparation strategic plan in state vocational high schools 26 Jakarta, core components school such as school principals, each vice principal all sectors and the staff, head of skills, head of internal unit, administrative staff, teachers and students.

Human resources involved in the process of the preparation of strategic planning the core components school such as school principals, each vice principal all sectors and the staff, head of skills, working group, administrative staff, and other staff-staff. Meanwhile teachers and students also have a role in namely by inform and suggestions for programs to be implemented that. No new human resources involved, because basically core components that will are involved in the preparation strategic planning only the new such responsibility on any source of human resources.

The role of implement by each human resources different because adapted to the responsibility of individual human resources. The obstacles when developing strategic planning of them is that related to the cost, it is often late funds provided from the government and hence program that will be implemented is held up. In reducing the team authors adjust the program planned with that money. In the formulation of strategic planning it is a cooperation was conducted between all teams involved, because with the cooperation would facilitate the whole team and staf in the process of developing strategic planning to produce programs or activities that would be implemented at school.

## **4 DISCUSSION**

### **4.1 The Process of Preparing The Strategic Plan**

Basically process of the strategic planning composed for 4-5 next year. But at the study is done, schools no longer composing strategic planning from the beginning, but only review vision, mission, the purpose, environmental analysis internal and external develop the next annual work. Vision state 26 Jakarta “Be the best with a achievement and noble pleaseth”, it was in line with good indicator the theory Maya H (2012:51), which is: a) oriented into the future, for long periods of time. b) exhibiting confidence the future a far better, conformity with the norm and expectations of

society. c) reflect standard the excellence and ideals to be achieved. d) reflect a powerful force will growing inspiration, spirit, and commitment for stakeholders. e) capable of being basic and encouragement the occurrence of a change and development organization or to schools into a better direction. f) shall be the basis the formulation of the mission and organizational goals or school. The next step when formulation vision had found said consensus, the head schools undertook the ratification of the formulation vision then socialize by using two ways that which is first, through visualizations done at the time when a working meeting and ceremonies. Second, through the banner, banners and posters posted in every corner of the school.

School mission is the origins of strategic planning at school. School mission will give direction for goal of which will be accomplished by the school. This is supported by the theory Ketchen and Eisner (2008:54) the preparation of mission give directions to for organizational goals. Criteria mission according to both machali and hidayat is a) in line with the visions school. b) formulation mission clear a language pointedly. c) formulation mission describe job or function which should be done. d) can be implemented in a particular period. And e) allowing it to change or adapted to change vision. Then mission vocational high school 26 Jakarta was in line with the theory of the criteria for a good mission. By the presence of the process of the formulation of the mission in vocational high school 26 Jakarta, then it hoped that the mission has been made effective so that you shall be able to get to the dream of and expectation of vocational high school 26 Jakarta. Goals are description from mission statement to be reached in a specified term. Goal based on vision and mission of set. Goal direct to programs and activities to reach or realize mission. Goal of vocational high school 26 Jakarta give direction to Stakeholders to reach the final result in the set time. This is supported by the theory Solihin (2012:94) That the goal give direction for all human resources involved in the organization about result of what trying to achieve organization in a certain period of time

The good characteristics of goal according to Machali dan Hidayat (2016:263) is a) describing level the quality of being worth made on medium-term (four annual). Describing the level of the quality of being worth made on medium-term (four annual). b) referring to vision, the mission and national education targets and relevant with needs of the society. c) with the standards of competence

graduates that has been set by the school and the government. d) accommodate input from various other interested parties including with school committees and decided by a meeting the education council led by the school principal. And e) socialized to residents schools and all interested parties

So formulation the purpose of state vocational high schools 26 Jakarta has according to the theory characteristic good purposes according to the priest machli and ara hidayat, that formulation the purpose of state vocational high schools 26 Jakarta has described level the quality of being worth achieved. Referring to vision, mission state vocational high schools 26 Jakarta and national education targets and relevant with needs of the society. Then in the process of the formulation of the purpose, state vocational high schools 26 Jakarta accommodate input from other interested parties and socialize to all residents schools and other interested parties.

Analysis internal and external environment is important to implement by the school, with that schools could see powers, weakness, opportunities, the school to evaluate school would be better and compete with other schools by showing the power possessed schools and not dimiliki by other schools. Benefit analysis internal and external environment for schools own was can be an evaluation for schools in improving the quality of school. This is supported by the theory described Purnomo (2007:22) That the goal analysis environment in an organization as: (1) to provide their ability to respond problems critical in the environment for organization, (2) to investigate the future condition of the neighborhood organization and later tried to enter the organization. (3) to control problems urged today significant for organization, and give priority to the issue, and to develop a plan to tackle these things. In addition, environmental analysis internal and external useful also in allocating of resources as budget, infrastructure, and allocating human resources as teachers, students, and energy other education at the school. state vocational high schools 26 Jakarta has implement environmental analysis internal and external as evidenced by document swoc analysis. In this document the power is concerned, weakness, opportunities, state vocational high schools 26 Jakarta.

## **4.2 Human Resources are Involved in The Preparation Strategic Plan**

Human resources having a very important role in progress organization. The same as the role of



human resources programs established that will be implemented in schools. Because basically human is have a starring role in operates this program. Supported with the theory described Hariandja (2002:2) That human resources is one of the very important in the organizations in addition to the factors such as capital. So, human resources must be managed well to improve the effectiveness of the organization. Human resources involved in the process of the preparation of strategic planning in high school vocational land 26 Jakarta is enough represent, but should also invited stakeholders as customers external school so as to obtain positive suggestion for the advancement of school.

## 5 CONCLUSION

### 5.1 The process of preparing the strategic plan

Strategic planning composed for next 5 years. State vocational high schools 26 Jakarta is not currently composing strategic planning from the beginning, just do the review from to vision, mission, the purpose, analysis of internal and external environment, and outline into the program annual work .

The process of the review from vision it is important to be done by the schools , because ideals vision is , dreams and hope school .School quality can be said if schools had a vision that effective and achievement that is indicative of student achievement is high in academic performance and non-academic. By the presence of vision it is hoped that vocational school 26 Jakarta create students better and has a learners achievement and moral noble. A school give direction to the purpose to achieve by school. Mission state vocational high schools 26 Jakarta is opinion or thought the school principal, vice principal and the school involved in the process of observation mission.State vocational high schools 26 Jakarta has twice replace mission. Peer review process the mission run a week , and based on 8 (eight) national education standards. With the mission expected state vocational high schools 26 Jakarta could reach vision was formulated.The purpose is derived from mission statement to be reached in a specified term. The purpose of based on vision and mission of set. The purpose of direct to programs and activities to reach or realize mission. The purpose of state vocational high schools 26 Jakarta give direction to residents school to reach the final result in the set time. Peer review process the goal in state vocational high schools 26 Jakarta involving the principal, vice

principal, head of of, a unit of internal supervisory, committee chairman, the council of teachers and the school interested in determining the purpose of school. The purpose of school effective will finally realize school missions.

Vocational high school land 26 Jakarta has an analysis environment internal and external school. When this is one of the for vocational high school land 26 Jakarta is implementing the practice of industrial work within 12 months with companies that has been working with school ,so schools vocational land 26 Jakarta make better preparation tamatan-tamatan which will be compete in industry . Next work programs arranged by each wakasek all sectors that will be implemented at the school for 1 ( one ) years in beginning to end academic year .With the description of strategic planning into the program annual work that had been developed by vice principal expected the change in for schools to better and can the achievement of the vision and mission of determined by school

### 5.2 Human Resources are Involved in The Preparation Strategic Plan

Human resources involved in the process of the preparation of strategic planning in State vocational high schools 26 Jakarta is core components school such as school principals, each wakasek all sectors and the staff, head of skills, working group, administrative staff, and other staff. Meanwhile teachers and students also have a role in namely by inform and suggestions for programs to be implemented that.

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