

HRPANO STRATEGIC PLAN - REVISED DRAFT - May 27, 2004

This Draft of our strategic plan was developed in a series of sub-committee meetings in which we built upon the framework outlined in Special Meetings of the executive held on November 8 and 22, 2003.

Mission of HRPANO	
<p>Mission statement adopted June 2001:</p> <p>The Mission of the Human Resources Professionals Association of Northwestern Ontario (HRPANO) is to provide fellowship and support to human resource practitioners and students within our region; and to promote professional growth and the recognition of achievements and contributions to the human resources profession.</p> <p>Three main goals in developing and publishing this Mission Statement:</p> <ul style="list-style-type: none"> ➤ this should be a statement which expresses what it is that current members should expect to gain through their association with our Chapter ➤ it should also be a statement which expresses to prospective members, the benefits they can experience by joining our Chapter ➤ and finally, it should serve as a guideline for your Executive in making sound decisions concerning the nature of programs and initiatives which are most in keeping with the wishes of our Chapter membership 	<p>Proposed revised Mission statement:</p> <p>The mission of the Human Resource Professionals' Association of Northwestern Ontario is to ensure opportunities for professional development and growth; provide opportunities for networking and mutual support to those interested in human resource practices in our region; and to recognize contributions to and value of the human resource profession.</p>

EXECUTIVE STRUCTURE To facilitate implementation of our Strategic Directions, changes to portfolio structures will be required. To make the portfolio titles more descriptive of the responsibilities and initiatives set out in the Plan, the following title changes were proposed:	
<p>EXISTING EXECUTIVE PORTFOLIOS</p> <p>President Vice-President Secretary Treasurer Director - Publications Director - Membership Director - External Relations Director - Social Director - Programming Past President</p>	<p>PROPOSED EXECUTIVE PORTFOLIOS</p> <p>President President Elect Recording Secretary Treasurer Director - Communications Director - Membership Director - External Director - Networking Director - Professional Development Past President</p>

STRATEGY ONE: PROFESSIONAL DEVELOPMENT AND GROWTH

GOAL 1.0 - To provide assistance to members in achieving their goals for CHRP qualification and re-certification.

OBJECTIVE	WHEN	ACTIVITIES	WHO
1.0.1 Exam preparation workshops for the knowledge and outcomes exam are held annually.	(a) & (b) Initiate 04/05	(a) Identify workshop provider(s) locally (b) Semi-annual e-mail (April and October) to members asking if they wish HRPANO support for exam preparation	Recording Secretary
1.0.2 Lakehead University and Confederation College are regularly encouraged to offer programming in support of human resource practices.	(a) Initiate 04/05	(a) annual discussion with each institution	President
1.0.3 Informal information sharing processes are available for people seeking assistance and/or support with the application process, and the overall CHRP process.	Initiate 04/05	(a) Identify members who are volunteers (b) Introduce/match volunteers to CHRP applicants (c) Respond to requests/advise CHRP candidates	Membership
1.0.4 CHRPs have opportunities to earn points for re-certification.	(a) Initiate Fall 04 (b) Initiated March 04 (c) Initiated Jan 04	(a) RFP for PD partnership events (b) publicize opportunities for re-certification through website (c) issue receipts for PD events with re-cert points noted	(a) Prof Dev't (b) External (c) Treas.
1.0.5 Proctors for CHRP exams are available as required.	As required	(a) solicit volunteers from among membership.	President

GOAL 1.1 - To provide professional development opportunities to meet the current and future needs of all members and people interested in HR practices.

OBJECTIVE	WHEN	ACTIVITIES	WHO
1.1.1 Needs and interests of members will be objectively assessed	(a) Bi-Annually starting in 2005	(a) a survey will be conducted to understand members professional development and CHRP re-certification needs/interests (b) Directors involved dependent on areas to be surveyed	(a) President Elect (b) All Directors
1.1.2 Needs and interests of PD participants will be identified.	(a) Initiated: Oct. 02	(a) an evaluation and feedback form will be distributed and collected at each PD event (b) summary of evaluations & feedback is shared with Executive in a timely manner	Prof Dev't
1.1.3 A program of PD events/services will be in place.	(a) by June of each year	(a) implement PD tendering policy for partnership events and Chapter program of events based on outcomes of the member survey and participant feedback	Prof Dev't

STRATEGY TWO: NETWORKING AND MUTUAL SUPPORT

GOAL 2.0 - To provide networking opportunities for HRPANO members and potential members

OBJECTIVE	WHEN	ACTIVITIES	WHO
2.0.1 Members needs regarding networking and/or social opportunities are determined.	Bi-Annually starting in 2005	(a) Survey of members is conducted	President Elect & Networking
2.0.2 Networking opportunities are scheduled at times which suit member needs	(a) 2004/05 (b) Fall 2004 PD event	(a) organize networking events hosted by member's organizations on a rotating basis (b) provide a post-PD sponsored networking opportunity on a trial basis	Networking

GOAL 2.1 - To support the development of informal relationships among members

OBJECTIVE	WHEN	ACTIVITIES	WHO
2.1.1 Provide social activity/event for members and families to promote work/life balance	(a) June - Ongoing (b) Feb.-Ongoing	(a) hold golf tournament (b) hold winter sleigh-ride	Networking

STRATEGY THREE: CONTRIBUTIONS TO AND VALUE OF HUMAN RESOURCES PROFESSION ARE RECOGNIZED

GOAL 3.0 - To promote awareness of HRPANO and the value of the CHRP designation across NWO

OBJECTIVE	WHEN	ACTIVITIES	WHO
3.0.1 Awareness of HR as a career choice is promoted	(a) Initiate 05/06 (b) Initiate 04/05 (c) Initiate 04/05 (d) Initiate 04/05	(a) our Chapter is represented at career fairs (b) contacts established with guidance counselors (c) the profession is represented with the university, college and high schools in conjunction with HRPANO (d) HRPANO is to be on list of speakers with Ch. of Commerce	External
3.0.2 Benefits of membership in HRPANO is promoted to students	(a) & (b) Ongoing (c) by June 30 04	(a) in-class presentations at the college and university are organized in conjunction with faculty and HRPANO (b) our Chapter is represented during in-class presentations (c) student bursaries at LU and CC reviewed and criteria updated	(a) External (b) External, Past Pres, or President (c) President
3.0.3 Employers and potential members are aware of the value of the profession and our Chapter	(a) 04/05	(a) share our strategic direction with Executives of other professional associations. Priorities are: CA's, CGA's; CMA's; law society, payroll association	President

GOAL 3.1 - To recognize contributors to the HR profession and our Chapter

OBJECTIVE	WHEN	ACTIVITIES	WHO
3.1.1 Other professional organizations and groups will be aware of HRPANO	Initiate 04/05	(a) develop contacts with organizations such as chartered accountants, CGA's; CMA's; law society, payroll association (b) use existing contacts within organizations such as chamber of commerce	(a) External (b) President or designate
3.1.2 New CHRPs will be recognized	Initiate 04/05	(a) obtain permission from new CHRP's to release information as part of recognition (b) work in conjunction with HRPANO to provide media recognition (pending HRPANO initiatives) (c) letter to CHRP and to CHRP's employer on behalf of Chapter	(a) External (b) Comm's (c) President
3.1.3 Volunteers, Past President's and human resource students will be recognized for their contributions and achievements	(a) 05/06	(a) appoint a committee to research and evaluate best-practices, develop a model, and propose a recognition program(s) to the Executive	President Elect

STRATEGY FOUR: DEVELOP CHAPTER CAPACITY

GOAL 4.0 - To establish and foster partnerships and relationships within the region

OBJECTIVE	WHEN	ACTIVITIES	WHO
4.0.1 A sponsorship development strategy is in place and implemented.	(a) 04/05 (b) 04	(a) plan PD events at least six months in advance to facilitate solicitation of donations, advertising, etc. (b) approach sponsors for golf tournament by March 1st	(a) Prof Dev't (b) President Elect , Networking & External
4.0.2 Develop connections for HRPANO and our members	(a) 04/05 (b) & (c) By: 05/06	(a) bring opportunities for speaking engagements/presentations requested by outside groups to our members attention (b) seek opportunities with outside groups for speaking engagements/presentations by our members (c) develop a database of PD presenters	Prof Dev't
4.0.3 Promote collegial relationships	(a) 2004/05	(a) conduct mailout/email to members asking for voluntary (no obligation) participation in a "share your expertise" database that would be accessible ONLY to other members who are seeking best practices, suggestions regarding their HR issues	Recording Sec.
4.0.4 Develop mutually-beneficial relationships with other professional and business groups (promoting events of other groups to our members and vice versa, seeking opportunities to co-organize conferences)	(a) 2004/05 (b) Annually	(a) approach local CMA, CGA, and IAPA groups to ascertain partnership opportunities (b) identify new, additional targets to be approached	(a) External (b) President
4.0.5 Non-members will be involved on sub-committees and in reference groups	(a) By May 31/04 for Annual Meeting (b) 04/05	(a) identify necessary changes, prepare and present amendments to our Chapter by-laws (b) strategically identify and recruit non-members	President

GOAL 4.1 - To build organization infrastructure that will ensure access to full participation by our members.			
OBJECTIVE	WHEN	ACTIVITIES	WHO
4.1.1 Greater opportunities for member involvement in policy-making and programming will be available and accessible	(a) by Oct. 04 (b) Initiate 04/05 (c) Initial Election Feb. 05 (d) 04 - three months in advance of each election (e) & (f) By May 14/04 for Annual Meeting	(a) establish mandates for sub-committees and reference groups (b) recruit members to sit on sub-committees and participate in reference groups (c) establish one or more Regional Representative positions on the Executive (d) establish a Nominating Committee to actively recruit candidates for positions on the Executive and Committees (e) identify necessary changes, prepare and present amendments to our Chapter by-laws to permit full participation by local and regional members (i.e. proxy voting, number of Director's positions, election process, recruitment of new members to the Executive and Sub-Committees) (f) obtain member approval of by-law changes	(a) Each Director for own portfolio (b) Membership (c) Nominating Committee (d) Past President (e) President (f) President
4.1.2 Membership in our Chapter will be increased	(a) By: Sept 04 (b) by May 31 04 (c) Oct. 2004	(a) establish an Affiliate category and the parameters of this membership category (e.g. criteria, fees, benefits) (b) identify necessary changes, prepare and present amendments to our Chapter by-laws to create an Affiliate category (c) develop and implement a promotion plan	(a) President (b) President (c) Membership
4.1.3 Voting for Election of Officers will be accessible to all members.	(a) and (d) By May 31 04 (b) by Oct. 30 04 (c) Initiate 04	(a) identify necessary changes, prepare and present amendments to our Chapter by-laws to permit proxy voting (b) develop a nomination process which encourages a large pool of candidates for Executive and Committee positions (c) strategically recruit for Executive and Committee positions based on skill sets (d) identify necessary changes, prepare and present amendments to our Chapter by-laws to move the date of the Annual Meeting to coincide with our annual February PD event	(a) President (b) Past President (c) Past President (d) President

GOAL 4.2 - To build capacity and provide support at the Chapter Executive level			
OBJECTIVE	WHEN	ACTIVITIES	WHO
4.2.0 Directors will have assistance and support in carrying out the responsibilities of their portfolios	(a) By Sept. 04 (b) Summer 2004	(a) develop sub-committee and/or reference group structure for each Director's portfolio (b) the Chapter will hire a support person to assist with particular projects and initiatives	(a) Each Director for own portfolio (b) Recruitment & Evaluation Team
4.2.1 Succession planning for Executive positions will be in place	(a) by May 31/04 (b) by June 04 (c) Initiate with next elections 04/05	(a) identify necessary changes, prepare and present amendments to our Chapter by-laws to identify the Vice-President as President Elect (b) develop a policy on Director's portfolios to provide for rotation of responsibilities every two years (c) involve members on sub-committees and in reference groups and encourage those individuals to step forward when candidates for Executive positions are sought	(a) President (b) President (c) Directors & Nominating Committee
4.2.2 Existing infrastructure is reviewed and evaluated for fit with strategic direction and priorities	(a) By Dec. 16 04 (b) Annually at Sept. Exec Meeting	(a) frequency, length and Agenda of regular Executive meetings is reviewed to minimize volunteer time and maximize opportunity for dialogue on policy issues (b) the mix of positions on the Executive and portfolio responsibilities are reviewed to ensure fit with the strategic priorities of the Chapter	(a) President & Recording Sec. (b) President
4.2.3 Strategic direction and priorities of the Chapter are monitored and re-evaluated	(a) every two years starting in 2006 (b) Sept, Dec, Mar, June (c) annual meeting	(a) the Executive will review and confirm the strategic plan (b) progress on implementation of strategic initiatives will be monitored quarterly (c) members will be provided with a progress report and update	President