

The logo for CPHR, with 'CP' in white and 'HR' in blue, set against a dark blue background with diagonal stripes.

British Columbia  
& Yukon

# Strategic Plan

2017-2020

[CPHRBC.CA](http://CPHRBC.CA)

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# Introduction

The CPHR BC & Yukon Board of Directors recently moved towards doing a refresh of the Association's current strategic priorities. This led to a strategic planning session with the following objectives.

## OBJECTIVES

- » Assess the Association's strategic environment
- » Reaffirm the Association's vision and mission statements that guide the Association's decisions and actions
- » Discuss and confirm the Association's priorities and strategies for 2017-2019
- » Identify key tactics that will support the achievement of confirmed strategies
- » Discuss how Association performance will be monitored and evaluated against stated strategic directions

## APPROACH

Building on the accepted Mission, Vision, and Guiding Principles (which have been reproduced in Appendix A), the Association has embarked on the exercise of articulating its Core Values, Strategic Goals, and premeditated Tactics recognizing also that the plan requires enduring support in its implementation and ongoing evaluation and adaptation.



Figure 1 - CPHR BC & Yukon Planning Hierarchy

# Vision & Mission

## VISION STATEMENT

A vision statement provides direction to an organization and its representatives. It creates an image of the desired state and provides inspiration; revealing the corporate ethos of **“what it wants to be”**.

### CPHR BC & YUKON VISION

*“Recognized as ‘The Place’ for Leading People Practices”*

## MISSION STATEMENT

A mission statement describes the purpose and function of an organization and its efforts. It emphasizes its prime objective; affirming **“what it does”**.

### CPHR BC & YUKON MISSION

*“Keep people first in the decisions of leaders”*



# Core Values

The CPHR BC & Yukon's organizational values mould and direct the considerations, decisions, and actions of our Board of Directors and staff. Authentically pursued, these values reflect and shape the culture of our organization.



Figure 2 - CPHR BC & Yukon Core Values

# Strategic Goals

Guided by the CPHR BC & Yukon's vision, mission, and core values and upon reflection of the current environment and Association priorities, four strategic goals have been affirmed for the 2016-2017 period.



Figure 3 - CPHR BC & Yukon Strategic Goals



# Tactics

## **STRATEGY 1 | CPHR BC & Yukon will advance the value of the HR profession and the recognition of the designation**

### **TACTICS:**

- » Promote the designation(s), increasing brand awareness
- » Grow the CPHR BC & Yukon's intellectual capital ensuring to secure appropriate copyrights and trademarks
- » Develop and implement an integrated and comprehensive communications strategy
- » Take public positions on relevant policy matters
- » Leverage media and grow CPHR BC & Yukon presence/visibility
- » Deliver quality PD to members
- » Pursue international recognition of designation(s)
- » Build staff capacity with a view to aligning staff inspirations with heightened productivity and expanded service offering

## **STRATEGY 2 | CPHR BC & Yukon will build and sustain relationships that create value for members and stakeholders**

### **TACTICS:**

- » Strike relationships with various Boards of Trade, Chambers of Commerce, and others
- » Deliver quality PD which is responsive to member needs
- » Explore MOU/MRA opportunities
- » Strengthen local and global alliances
- » Collaborate with U.S. counterparts on research and standards-setting
- » Consort with highly regarded HR organizations (ex. World at Work)
- » Associate with online social communities of HR professionals (ex. Lynda.com; HR Open Source) and seek opportunities for knowledge sharing and joint thought leadership
- » Increase presence at, and participation in, public events which position CPHR BC & Yukon as a leading HR contributor

## **STRATEGY 3 | CPHR BC & Yukon will serve the public interest as the leading authority on HR matters**

### **TACTICS:**

- » Conduct research and release position papers
- » Capitalize on advocacy opportunities
- » Pursue self-regulation
- » Liaise with and consult government establishing the CPHR BC & Yukon as a trusted 'go-to' business authority
- » Pursue speaking engagements and media opportunities which elevate CPHR BC & Yukon visibility

## **STRATEGY 4: | CPHR BC & Yukon will drive sustained growth to ensure the Association's viability and continuity**

### **TACTICS:**

- » Embrace business development philosophy
- » Partner with like-minded organizations which expands CPHR BC & Yukon's reach
- » Expand domestic and foreign MRA relationships
- » Facilitate multiple pathways to membership
- » Investigate early recruitment strategies (secondary schools and post-secondary undergrad)
- » Study the prospect of growing secondary school allegiance through initiatives such as sponsorships, bursaries, and scholarships
- » Consider refining existing membership classes and developing other categories of membership
- » Market and grow corporate membership
- » Discover alternative sources of funding and revenue streams
- » Seek out rationalization opportunities with CPHR CANADA member bodies
- » Build staff capacity and synergies which produce operational efficiencies
- » Conduct member satisfaction surveys for determining satisfaction and isolating opportunities
- » Articulate a dedicated member retention strategy with necessitated supports



# Implementation

## How Performance Against the Strategic Plan Will Be Measured

- » This Strategic Plan will be shared with CPHR BC & Yukon staff who will be invited to incorporate its guidance and direction into their plans, priorities, and intended activities.
- » To the extent reasonably achievable, staff will be requested to align planned activities and goals to the directions and strategies herein prescribed for the Association.
- » Staff assignments and operating budget allocations shall be aligned with and support the Strategic Plan's strategies, goals, and tactics.
- » Progress in plan implementation and staff performance shall be monitored by the CEO and COO.
- » The status of the directions contemplated by this Strategic Plan and associated actions shall be regularly reported on by the CEO.

# Next Steps

Moving forward, CPHR BC & Yukon has identified six key areas of focus for the term of this strategic plan.



Figure 4 - CPHR BC & Yukon Implementaiton Process

# APPENDIX A

## CPHR BC & YUKON GUIDING PRINCIPLES

**The execution of the strategic direction, the performance of established mandates, and the execution of corresponding tactics shall continue to be guided by the following fundamentals:**

### POSITIVE BRAND RECOGNITION

CPHR BC & Yukon places high value on the CPHR designation and capitalizes on strategic opportunities to optimize its relevance to members, stakeholders, and the public. CPHR BC & Yukon actively strives to elevate the profile of, and reliance on, both the Association and the designation.

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### INFLUENCE

Motivated by a desire to grow the Association's influence and to expand the opportunities for its members, CPHR BC & Yukon upholds the CPHR designation's credibility while escalating its visibility and authority in the public domain by acting as the 'voice of the HR profession.'

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### STEWARD OF COLLABORATION

CPHR BC & Yukon harmonizes its standards, practices and objectives with those of its Pan-Canadian counterparts – optimizing the reach and relevance of the profession and of the CPHR designation. Acting with trust and integrity, CPHR BC & Yukon contributes to the enrichment of member experience jurisdictionally and nationally by articulating a uniform and collective value proposition which resonates with the profession from coast-to-coast.

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### EXCELLENCE IN MEMBER DEVELOPMENT

CPHR BC & Yukon continues to pursue educational and professional development excellence and position CPHR designation holders as trusted business advisors, acknowledged HR specialists and accepted business leaders.

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## STABLE MEMBERSHIP – STEADY GROWTH

CPHR BC & Yukon is appreciative of its stable member base. The Association seeks to responsibly expand its membership through professional excellence, diversification, and outreach as conditions permit. To succeed, all organizations need internal development; CPHR BC & Yukon has the will and determination to grow.

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## CORPORATE & ORGANIZATIONAL EXCELLENCE

CPHR BC & Yukon is committed to fostering effective business practices leading to improved operational excellence. With continued regard for its core member service offering, CPHR BC & Yukon continues to intensify its internal management efficiency and introduce administrative supports that promote clarity and fortify accountability. With the recognition that an association functions as a system in which all parts contribute to the success or failure of the whole, concerted effort will be directed to ensuring that all things effectually work together towards optimal outcomes.

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## SUSTAINABILITY

CPHR BC & Yukon understands that it must thrive through changing economic conditions, in multiple milieus, while providing meaningful, differentiated results to all its stakeholders. In pursuing a vibrant agenda, the Association is mindful of the interests of its members and constituents, and continues to safeguard for its ongoing viability.

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## SCALABILITY

Given the finite, yet elastic, nature of the Association's resources, CPHR BC & Yukon is attentive to the scaling of its ambitions and activities in response to fluctuating market cycles and their impact on our resources. As such, CPHR BC & Yukon commits to be prudent, but entrepreneurial – capitalizing on positive opportunities as they arise yet remaining nimble to less-advantageous circumstances.

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## PERSISTENCE

CPHR BC & Yukon is focused on, and committed to, its mission of “keep people first in the decisions of leaders.” Built through the perseverance of many HR practitioners, today's HR management profession enjoys a high standing in the business community. The profession, having established itself as an indisputable business credential through strategic talent management, has become vital to the success of every organization.

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Guiding principles in hand, CPHR BC & Yukon is poised to lead, thrive, and succeed. Essential to the Association's continued health and influence, the CPHR designation has taken its place in industry and is positioned to enjoy increasing authority and reward.

**Implement.**  
**Achieve.**  
**Succeed.**

People Leading Business.

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