

<b>STATEMENT of POLICY and PROCEDURE</b>			
Manual:	Governance	Policy #	<b>1.4.10</b>
Section:	SALPN Council	Issued:	December 6, 2013
Subject:	<b>Strategic and Operational Planning</b>	Effective:	December 6, 2013
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## **1. POLICY**

- 1.1 The SALPN Council shall engage in a strategic planning cycle at least every three years.
- 1.2 Annually, the Executive Director will produce an integrated operational plan for the review of the SALPN Council.
- 1.3 Quarterly, the SALPN Council will review the performance of the organization towards the objectives of the integrated operational plan.
- 1.4 A significant part of the assessment of the performance of the Executive Director will be based on the effectiveness of the plan and the progress of the company towards its objectives.
- 1.5 The SALPN Council, through its nominations committee, shall perform succession planning for members of the SALPN Council. The SALPN Council shall perform succession planning for the Executive Director role.
- 1.6 The Executive Director will develop and maintain a succession plan for any other employed personnel considered to be of strategic importance to the organization.
- 1.7 Succession plans will be reviewed and updated once annually.

## **2. RESPONSIBILITY**

- 2.1 It is the responsibility of the Chair and Executive Director of the council to initiate the strategic planning process.
- 2.2 It is the responsibility of the SALPN Council to set strategic direction for the organization.
- 2.3 It is the responsibility of the Executive Director to support the strategic planning activities of the SALPN Council and to integrate strategic direction into the operational plan of the organization.

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- 2.4 It is the responsibility of the Executive Director to ensure that financial, risk management, communications, operational and all other plans are synchronized and integrated into the operational plan.
- 2.5 It is the responsibility of the Executive Director to prepare and present the operational plan to council.
- 2.6 It is the responsibility of the Executive Director to put organizational, departmental and individual performance measurements in place to effectively monitor progress towards operational plan objectives.
- 2.7 It is the responsibility of the SALPN Council to monitor organizational performance relative to the operational plan and take corrective action as it deems appropriate.
- 2.8 The SALPN Council is responsible for ensuring that a succession plan process members of the council, Executive Director and other employees of strategic importance is in place.
- 2.9 The Executive Director is responsible for ensuring that a succession plan is produced for all employed personnel considered to be of strategic importance to the organization.

### **3. PROCEDURES**

#### **3.1 *Initiating the Strategic Planning Cycle***

The SALPN Chair will initiate the process of strategic planning annually:

- a. The council and Executive Director may wish at this time to set up a strategic planning committee or delegate the task of dealing with more time-consuming details of the process to the executive committee. If so, terms of reference for the committee shall be drawn up and approved by the board and a committee chair shall be identified
- b. The council may also choose to engage a consultant or facilitator to assist them with the process. If this is the case, the Executive Director shall be directed to engage a consultant

At the start of the process, the council will identify any particular areas of concern or interest they wish to address as part of the planning cycle.

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The council will also lay out the approximate timeframes for different segments of the planning cycle, taking planned council meeting dates into account and synchronizing with future operational and financial planning cycles to the extent possible.

### 3.2 *Strategic Planning Information Collection*

The organization will engage in an environmental scan and provide synthesized results to the council. The scan should include known and anticipated developments in:

- a. Local, provincial, and national political environments
- b. Local, provincial and national economic environments
- c. Industry or field characteristics and events (current thinking, structures, significant developments, etc.)
- d. Demographic effects of interest
- e. Behaviour of other organizations in and near the field
- f. Legal and regulatory environments
- g. Any other area of particular pertinence to the organization

The organization will engage in an assessment of its strengths and weaknesses, opportunities and threats.

The organization will engage in an identification and assessment of any additional specific and known opportunities or threats it faces, including:

- a. Specific developments in related legislation/regulation.
- b. Aging or obsolete infrastructure
- c. Anything else known to the organization that might affect its future course

### 3.3 *Synthesis and Visioning*

The council will review and discuss information collected in 7.02 (a), (b) and (c) above together with high-level risk assessment and financial information. The council will reach a consensus on the desired future state of the organization (vision) three to seven years in the future based on all available information.

If necessary based on the desired future state, the council may wish to review the organization's stated mission to the extent that it needs to be articulated differently.

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#### 3.4 *Strategic Plan Development*

The council will identify, consider and select strategic directions most critical to achieving the desired future state.

The council will formulate a limited number of strategic objectives associated with the directions, taking the relative importance of each and known opportunities into account. Objectives will identify measurable results and approximate timeframes anticipated.

The Executive Director and staff will use the strategic objectives to articulate tactics and goals for incorporation into the plan.

The plan will be reviewed and varied or approved by the council.

#### 3.5 *Integration of the Strategic Plan into the Overall Operational Plan*

The specifics of the strategic plan will be integrated into the organization's overall operational plan by the Executive Director.

Financial, operational and other plans will be built or adjusted to reflect the elements of the plan.

The Executive Director may choose to disseminate all or portions of the plan to employees.

Specific goals and objectives will be integrated into the performance plans of the SALPN staff.

#### 3.6 *Monitoring Progress on the Plan*

Quarterly, the SALPN Council will review the organization's progress towards plan objectives in the context of its overall operational plan.

#### 3.7 *Initiating the Operational Planning Cycle*

The operational planning cycle will commence immediately after the completion of the organization's strategic planning cycle and annually thereafter until the next strategic planning cycle is completed.

The Executive Director will meet with staff to map out dates for the completion of more detailed plans in advance of the budget cycle.

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- 3.8 Each operational plan will have a two year horizon on a rolling basis.  
*Operational Plan Information Collection*  
The Executive Director will break down strategic objectives into more detailed functional objectives with sequencing and approximate timing for each and assign accountabilities for each detailed objective.

The Executive Director will consult with staff about implications and specific actions related to these detailed functional objectives.

The Executive Director will also consult with staff about other operational objectives related to each department at a high level including:

- a. Regulation /Legislation Plans
- b. Budgeting plans
- c. Human resources plans
- d. Communications plans
- e. Other operational plans
- f. Any other plans

- 3.9 *Information Synthesis and Operational Plan Development*  
The staff will then meet to review and integrate the available plans and objectives, taking into account:
- a. Cross-departmental synchronization and impacts
  - b. Sequencing
  - c. Relative priorities
  - d. Relative costs

The Executive Director will undertake a risk assessment analysis incorporating the effects of any risk mitigation strategies into the overall mix. (See SPP NP 2.05 – Risk Management)

Based on all this information, the Executive Director will formulate an overall, integrated set of priority operational objectives to be pursued over a two-year period.

The organization will then go through its annual budget and financial planning cycle using these objectives as the foundation for planning. (See SPP NP 4.06 – Budgets, Forecasts and Reporting)

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- a. Limitations on financing capability or overall deficit position may necessitate several cycles of review of both the high-level business plan and its related budget since each will need to be refined until they can be reconciled
- b. These cycles of refinement will be synchronized with the budget cycle which is linked to council approval dates that are in turn tied to the fiscal calendar

When the budget and financing plan have been completed, the Executive Director will present the integrated operational plan and related budget to the appropriate committees and SALPN Council for discussion and approval.

### 3.10 *Operational Plan Monitoring Progress*

Once the operational plan has been approved, the Executive Director will develop specific accountabilities and related performance measurements for each objective.

Measurement processes will be put in place for each performance measurement identified.

The operational plan and its target dates and rates will be implemented and communicated to all affected employees.

Departmental and individual performance measurement plans will be created to correspond to specific segments of the objectives.

The Executive Director will collect and summarize the performance of their organization monthly in terms of the performance measures, including:

- a. Documenting significant milestones reached
- b. Highlighting and explaining any variance from planned progress
- c. Reporting any problems experienced achieving the desired performance and discussing it in the interest of catching problems early
- d. Summarizing the information by department

Quarterly, the Executive Director will report on progress towards operational plan objectives to the SALPN Council and inform them of any risk in the achievement of the plan.

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**3.11 Significant Changes to Strategic or Operational Plans**

If, during the lifetime of the strategic plan, significant changes occur in the environment or the operations of the organization, the board may elect to revisit the plan and adjust vision, objectives, tactics or timing embedded in the plan.

If, during the lifetime of the operational plan, significant changes occur in the environment or the operations of the organization, the board may direct the Executive Director to revisit the plan and adjust objectives, tactics or timing embedded in the plan.

When the operational plan is revised, the new plan and related budgets will be presented to the SALPN Council for review and approval.

**3.12 Annual Council Succession Planning Cycle**

The **nominations committee**, as defined in the committee terms of reference, shall undertake detailed succession planning on behalf of the council.

**3.13 Annual Management Succession Planning Cycle**

The Executive Director will undertake annually the organization's succession plan for employees of key strategic importance.

**3.14 Succession Plan Confidentiality**

The key employee succession plan for the organization is also a strategic document which will be kept by the Executive Director.