

**SASKATOON ENGINEERING SOCIETY  
STRATEGIC PLANNING PROJECT  
ACTION PLAN – 2015 to 2020  
July 8, 2015**

Strategies	Accountable	Responsible	Urgency* (H,M,L)	Completion Date	Specific Actions and Tactics (To be further developed by those identified as Accountable and Responsible)
<b>Communication and Promotion</b>					
<p>1. Develop a communications plan that focuses on communicating with members and future members to ensure awareness of SES as well as awareness of activities and services.</p>	<p>Chair, Communications Committee</p>	<p>Communications Committee</p>	<p>H</p>	<p>May 31/16</p>	<ul style="list-style-type: none"> <li>• Establish permanent Communications Committee to provide future direction, move items forward, and measure success. Work closely with Public Relations Committee.</li> <li>• Communications plan should include key messages, methods of communication, audiences, who is accountable and responsible, and timelines.</li> <li>• Hire expertise to assist with development of communications plan and with developing the communications.</li> <li>• Hold brainstorming session with Executive to develop communications plan.</li> <li>• Consider communications preferences identified in survey (i.e. APEGS emails, SES emails and the SES Website). Review email formats to ensure easy to read as per input from June Open House.</li> <li>• Work with APEGS to find ways to enhance information flow (e.g. APEGS' database).</li> <li>• Reach out to future engineers (focus on U of S students and local International Engineering Graduates).</li> <li>• Target larger demographic groups.</li> </ul>
<p>2. Develop a promotions plan to increase extent to which public understands and recognizes value of the engineering profession.</p>	<p>Chair, Public Image Committee</p>	<p>Public Image Committee</p>	<p>M</p>	<p>June 30/17</p>	<ul style="list-style-type: none"> <li>• Establish permanent Public Relations Committee to provide future direction, move items forward, and measure success. Work closely with Communications Committee.</li> <li>• Promotions plan should include key messages, methods of communication, audiences, who is accountable and responsible, and timelines.</li> <li>• Hire expertise to assist with development of promotions plan and with developing the promotions.</li> <li>• Hold brainstorming session with Executive to develop promotions plan.</li> <li>• Consult with APEGS.</li> <li>• Promote achievements by newspapers, The Edge, radio, social media, etc.</li> <li>• Meet with community associations and connect within the community.</li> </ul>

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<b>Quality Services/Efficient Delivery</b>					
3. On an annual basis, review activities and services in consideration of SES priorities; determine what should be continued, changed, added, and eliminated; and develop a multi-year activities and services plan.	Chair, Operations Committee	Operations Committee	H	July 31/16	<ul style="list-style-type: none"> <li>Focus on improving quality of activities and services in Quadrant 1 of Performance Map in Member Survey (Evening Technical/PD sessions, SES Website, Industry Tours, Engineering/Geoscience Week, SES AGM).</li> <li>Hold annual planning meetings with new Executive.</li> <li>Review previous historical data and survey information. Consider following input from June 2015 Open House in determining activities and services: enhance leadership in the community, inviting family members to some activities, focusing on soft skills.</li> <li>Outreach – talk to future engineers. Consider participating in and/or sponsoring events such as e.g. Iron Ring Ceremony, Hard Hat Initiation Ceremony.</li> <li>Develop annual calendar and rolling plan of activities and services with target budgets and participation rates.</li> </ul>
4. Develop a plan to build relationships and partner with other organizations and societies to strengthen services.	Chair, Operations Committee	Operations Committee	L	Jan 31/19	<ul style="list-style-type: none"> <li>Plan should identify other organizations in Saskatchewan and across Canada, assess strategic benefits of partnering and building relationships, identify tactics for connecting, develop process for gathering learnings and ideas, etc.</li> </ul>
<b>Financial Sustainability</b>					
5. Improve and document financial and accounting practices and policies.	Chair, Finance Committee	Finance Committee	H	Dec 31/15	<ul style="list-style-type: none"> <li>Develop a policy that sets guidelines on remaining fiscally responsible to SES members (e.g. establish balanced budgets, fully allocate and spend budgets in accordance with plans and priorities, etc.)</li> <li>Review and enhance accounts payable processes.</li> <li>Develop a robust budget process to establish, monitor and report on the annual budget.</li> <li>Document current processes, improve processes, and document new processes.</li> </ul>
6. Develop a process of multi-year financial planning/forecasting.	Chair, Finance Committee	Finance Committee	H	July 31/16	<ul style="list-style-type: none"> <li>Use historical information and future plans for activities and services.</li> <li>Consider additional revenue streams to support strategic goals, priorities, and strategies. Consider additional entry fees, corporate sponsors, joint events to split costs. Consider requesting additional funding from APEGS.</li> </ul>
<b>Volunteer Recruitment and Retention</b>					
7. Develop a recruitment and retention strategy that draws from an expanded base of volunteers, targets particular skills required, and enables and promotes an exceptional learning experience.	President	Caucus (President, Past President, Vice-President, Secretary, Committee Chairs)	M	June 30/17	<ul style="list-style-type: none"> <li>Consider new sources of volunteers such as students, newcomers, retirees.</li> <li>Develop Executive orientation and mentoring program for new Executive members.</li> <li>Consider what motivates volunteers and ensure key factors in place.</li> <li>Develop listing of members interested in sharing their expertise (e.g. speakers at events, financial expertise, etc.)</li> </ul>

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<b>Governance</b>					
8. Leverage the relationship and resources available from APEGS.	President	Caucus, APEGS Representative	M	June 30/18	<ul style="list-style-type: none"> <li>Clarify relationship and means of reporting to APEGS.</li> <li>Engage APEGS and other constituent societies.</li> <li>Update bylaws as required.</li> </ul>
9. Review the Executive size, structure (e.g. committees), skills, accountabilities, and responsibilities in consideration of strategic goals, priorities, and strategies.	Past President	Caucus	H	Sept 30/16	<ul style="list-style-type: none"> <li>Establish permanent Communications and Public Relations Committees.</li> <li>Consider changing term of “Executive” to “Board” and establishing a Caucus or Executive Committee (typically President, Past President, Vice-President, Secretary, and committee chairs) to deal with governance issues.</li> <li>Develop/review terms of reference for committees.</li> <li>Agree upon expectations regarding meeting commitments and holding one another accountable.</li> <li>Establish succession plan for key positions (e.g. Executive leadership positions, committee chairs, event organizers, etc.)</li> <li>Review SES’ legal exposure (e.g. liability, financial) with APEGS.</li> <li>Update bylaws and other communications as required.</li> </ul>
10. Establish a central repository for all pertinent SES information, including governance, financial, and procedural documentation as well as historical data for activities and events.	Secretary	Committee Chairs, Webmaster	M	June 30/17	<ul style="list-style-type: none"> <li>Establish electronic record-keeping system accessible to all Executive.</li> <li>Maintain physical records, as required.</li> </ul>
11. Establish a means of evaluating overall performance and progress on the strategic plan.	Vice-President	Strategic Planning Committee	M	Jan 31/17	<ul style="list-style-type: none"> <li>Determine method of measurement for public perception. Work with APEGS. Possibilities include using the member survey to ask their opinions on whether public understanding and perception has improved, asking attendees at public meetings if they have an increased understanding of and appreciation for what engineers do, etc.</li> <li>Consider cost, environment, sustainability – how engineers contribute.</li> <li>Conduct second member survey mid-way through strategic plan period and obtain feedback from members throughout the period.</li> <li>Conduct evaluations after events to assess satisfaction with/quality of event.</li> <li>At the end of every Executive meeting, as a group, assess whether or not the values have been upheld and demonstrated in all decisions and actions.</li> </ul>

\*High urgency: work should begin on the strategy in year 1 of the plan (i.e. 2015/16); Medium urgency: work should begin on the strategy in year 2 or 3 of the plan (i.e. 2016/17 or 2017/18); and Low urgency: the strategy can wait until the later stages of the planning period (i.e. 2018/19 or 2019/20).