

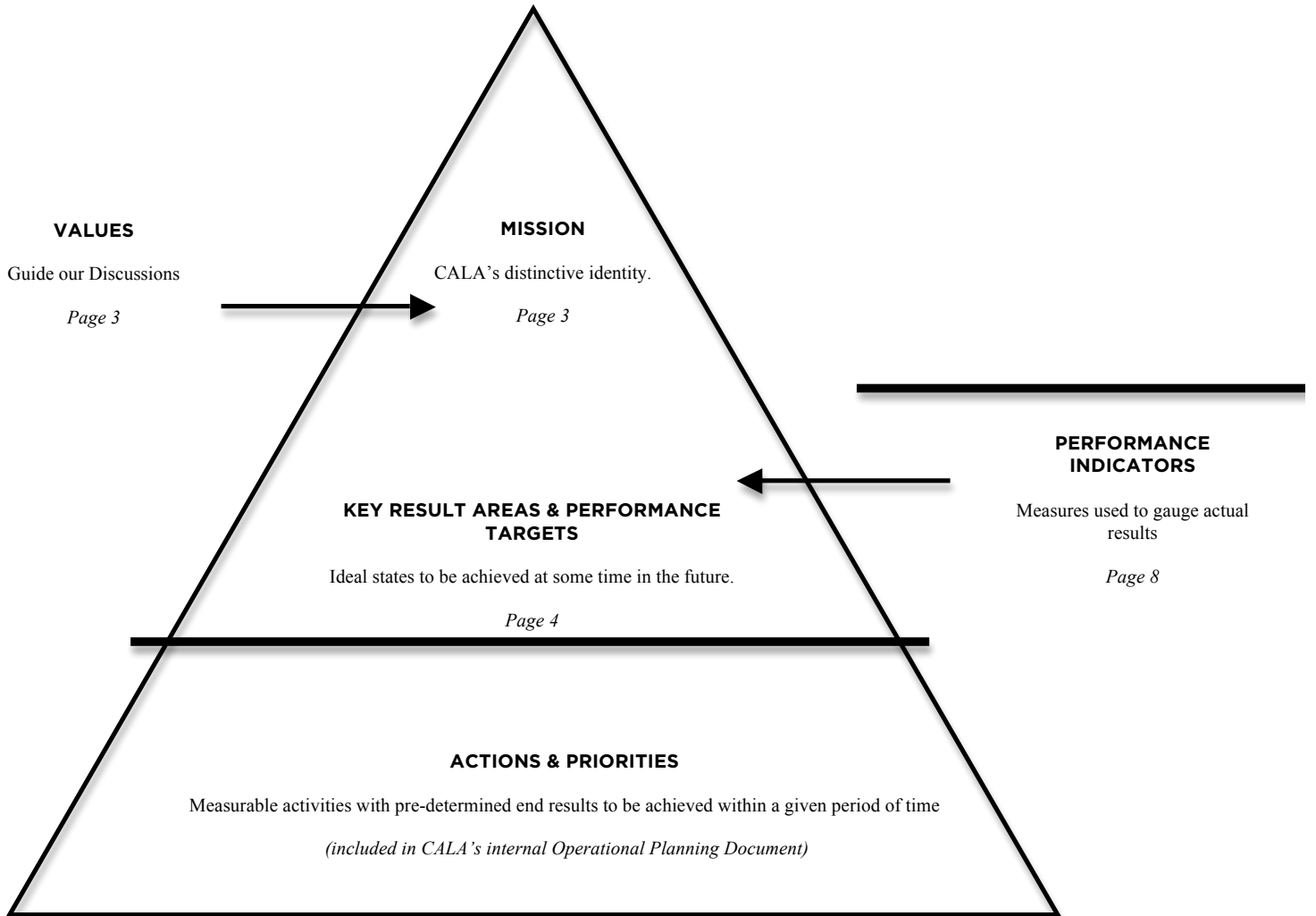
G07 - 2011-2015 Strategic Plan Revision 3.0 - October 2010

MISSION:

CALA is a not-for-profit member-based association that instills public confidence in laboratory test results by providing internationally recognized accreditation, proficiency testing and training.



CALA's Planning Model



Introduction

This Strategic Plan is intended to articulate the strategic direction of CALA for the five-year period from 2011 to 2015. The priorities set out in this document communicate the focus of CALA's organizational efforts and change over the next five years.

The CALA Strategic Plan describes the organization's Mission, Values, Key Result Areas and associated success measures.

Note: CALA management has also developed an Operational Planning document, which lists **Action Plans, Priorities & Performance Targets & Indicators**. This Operational Plan is currently used as an internal management tool by the CALA Board and staff in order to define and track CALA's ongoing operational activities and the action plans to achieve them for the five-year period covered by the plan.

Appendix - Contains a copy of the detailed report of CALA's Strategic Planning workshop held on July 6-7, 2010.

Strategic Direction:

Mission Statement

CALA is a not-for-profit member-based association that instills public confidence in laboratory test results by providing internationally recognized accreditation, proficiency testing and training.

Core Values

INTEGRITY, ETHICS & FAIRNESS: *CALA will model the highest standards of fair and ethical conduct, as well as technical and professional expertise to and for members and clients.*

ENVIRONMENTAL QUALITY & PUBLIC HEALTH & SAFETY: *The critical importance of accreditation, proficiency testing and high quality information in improving environmental quality and public health and safety and CALA's unique contribution to solving international problems and challenges of public health and safety.*

LEADERSHIP: *CALA's role in providing Canadian Laboratories with a world-class accreditation service leading clients to a significant global competitive advantage.*

PUBLIC EDUCATION & AWARENESS: *Being a strong agent and advocate for change in protecting public health and safety through laboratory accreditation and proficiency testing, and through public awareness education.*

CONTINUAL QUALITY IMPROVEMENT: *CALA follows the principles and practices of continual improvement to ensure program integrity and sustainability, supported by internal and external education and training.*

VALUE: *Delivering true value to clients and striving to improve their businesses by expanding their capabilities.*

COOPERATION & TRANSPARENCY: *Fostering a high degree of cooperation and transparency between the Association, its members, its partners, and other interested parties.*

PARTNERSHIPS: *Improving the quality and effectiveness of CALA programs through access to the diverse and unique strengths of domestic and international partners.*

LINKAGES: *Providing essential linkages between the environmental, pharmaceutical, food, and public and occupational health disciplines.*

Key Results Areas (Organizational Outcomes)

Key Results Area #1:

Developing a sustainable proficiency testing (PT) infrastructure

Success Measures

We'll know we have achieved success in this key results area when...

...we have retained key/larger laboratories as clients (sustainability) without losing net revenue as an organization.

...we have a plan in place in the event that we have to divest the PT program (e.g. if there are regulation changes).

Notes:

- There must be a balance in transferring revenue from PT to accreditation.
- The strategy for change must take into account the critical mass needed to run a PT program.
- The PT program must be self-supporting. This does not address the sustainability of the rest of the organization.

Key Results Area #2:

Strategies to improve accreditation services

Success Measures

Increased flexibility (Flexible Scopes)

We'll know we have achieved success in this key results area when...

...we have defined, documented and marketed procedures for levels of service, including timelines and costs.

- These procedures should including scope extensions, whether completed by document review, abbreviated assessments or accelerated abbreviated assessments. They should also include initial assessments, reassessments and the addition of new tests during reassessments.

Notes:

- Flexible scopes are more often used within the health sector (and sometimes the food or environmental sectors). They apply when one is not doing routine testing. Some labs (e.g. Health Canada labs) have to be set up for accreditation processes that are not well defined. They require a wide scope and flexibility to look at the “hot topic” of the day.

Risk-based accreditation

We'll know we have achieved success in this key results area when...

...we have designed a program that includes qualifying and progress criteria for risk-based accreditation by the end of year one.

...we have run the program through a focus group and evaluated it by the end of year two.

- Start with a focus group. Use labs that have demonstrated the best performance or have been in the program longer. Use a reward system when they have achieved certain levels. Randomly select tests for the audit team to review. Rotate all areas through a pre-determined cycle (e.g. once every five years).

...we have a qualified assessor pool to do representative sampling.

Key Results Area #3:

Expanding the scope of accreditation (internally and/or through partnership)

Success Measures

We'll know we have achieved success in this key results area when...

...we have more efficient and cost-effective delivery of joint accreditation for food.

...we have a signed agreement with CFIA giving us the ability to accredit a food lab ourselves.

...there is CFIA recognition of CALA assessors.

...we do clinical lab accreditation (and form a partnership with QMPLS within 3–5 years to deliver joint implementation).

Key Results Area #4:

Developing a strategy to ensure a sustainable assessor pool

Success Measures

We'll know we have achieved success in this key results area when...

...we have the ability to deliver site assessments using qualified assessors within 30 days of a client request.

...we have the ability to deliver re-assessments within the required timeframes.

...managers in organizations understand the value that having staff as assessors brings to the organization.

Key Results Area #5:

Marketing and customer service

Success Measures

We'll know we have achieved success in this key results area when...

...we have developed relevant key performance indicators and a reporting process.

...we have developed a marketing plan.

- Think big — bigger vision — no limits
- Defined target markets
- Defined deliverables

...we have a designated customer service liaison with partners and membership/stakeholders.

...we post FAQ on the website (in process).

...we have a formulated presentation of customer service data that has been collected from stakeholders.

...we have developed a list of promotional venues (e.g. trade shows, presentations, lunch & learn).

...we have developed promotional materials for labs to use in their marketing.

...we have branded CALA to establish credibility, recognition and a “seal of approval.”

...we have successfully marketed to financial institutions to ask that clients be 17025-accredited.

- Users should want results from an accredited lab, and specifically, a CALA-accredited lab.

...we have an incentive program for recruiting new assessors (such as percentage discount based on experience) and for new member referrals.

Key Results Area #6:

IT infrastructure and how it meets member and organizational needs

Success Measures

We'll know we have achieved success in this key results area when...

...members are able to work online to self-manage profiles and materials for PT, accreditation and training (including application and support documentation). This should be completed by the first quarter of 2012.

...members are able to get program cost estimates and pay bills online. This should be complete by the first quarter of 2014.

Key Results Area #7:

Board governance

Key Results Area #8:

Training – internal and external

Success Measures

We'll know we have achieved success in this key results area when...

...participation in online training has increased by 5%.

...we pilot one 90-minute webinar session (a live presentation over the Internet, with audio and possibly video) led by a CALA consultant, on a technical topic (e.g. the issue of assessor consistency). This pilot webinar would only be open to a select group.

...we have developed a business case for training beyond ISO/IEC 17025 (9000, 14000 or 18000).

... at least 10 regulators from across the country have taken a course (either online or in class) that talks about the value of accreditation and PT. These regulators should be from outside the organization (e.g. labs not accredited by CALA, Health Canada, etc.)

...50% of our volunteers have taken a complimentary online course of their choice.

Notes:

- The category of “training” has two parts: internal and external. Internal training applies primarily to staff. External training includes committee members, volunteers and member labs. All these groups are considered “external” because the training must be delivered outside the CALA office.
- CALA has approached a number of colleges and universities regarding training opportunities on quality assurance and quality control, but these institutions have neither the time nor the money available.

Performance Indicators

Performance Indicators have been designed based on a number of primary focal strategies, which include:

1. PROGRAMS
2. TARGET MARKETS
3. PEOPLE
4. FINANCIAL
5. CULTURE

PROGRAMS:

- Develop and deliver a broad scope of programs & services for laboratories while maintaining/expanding support to core environmental programs.
- Develop appropriate partnerships that facilitate delivery of both new & existing programs and services.

Performance indicators include (but are not limited to) such measures as:

- Broader scope of programs/services recognized by others
- # of successful accreditations by discipline
- # of new PT test groups designed
- actual PT growth rate per annum
- # of training participants
- # of online courses
- # of in-person courses
- level of participant satisfaction
- level of CALA assistance to other ABs
- level of participation in ILAC/APLAC
- level of reported laboratory satisfaction with CALA
- number and quality of partnerships formed
- program utilization rates year over year
- % achievement of defined targets

TARGET MARKETS:

- The Canadian Testing Laboratory Community
- International markets through MRA's with ILAC/APLAC
- Regulators (federal/provincial/municipal)
- Users of Laboratory Test Data

Performance indicators include (but are not limited to) such measures as:

- # of laboratories accredited domestically /internationally
- # of regulators actively contacted per annum
- # of licenses issued for use of CALA/ILAC mark
- % of lab users who understand ISO/IEC 17025
- # of lab users who recognize CALA

PEOPLE:

- Continuously develop, motivate & train a top staff and management team
- Continuously recruit, train and motivate volunteers for roles in governance or as accreditation assessors

Performance indicators include (but are not limited to) such measures as:

- level of staff satisfaction
- level of volunteer satisfaction
- # of volunteers (retention/turnover)

FINANCIAL:

- Evaluation of progress against 5 year plan goals and adjust where required
- Expenditures never to exceed revenues without Board approval
- All programs moving toward complete cost recovery (removal of PT subsidy)

Performance indicators include (but are not limited to) such measures as:

- % revenue growth year over year
- Maintenance of the reserve fund at specified level
- Competitive PT fees
- % reduction in mark up of PT fees
- Level of cost recovery by program
- Achievement of an annual balanced budget
- % achievement of financial targets

CULTURE:

- CALA Values are inherent in all programs & services
- Responsiveness to member needs always a top priority
- Human Resources (staff & volunteers) CALA's greatest competitive advantage

Performance indicators include (but are not limited to) such measures as:

- Member levels of satisfaction with CALA programs & Services
- Reduction in number of complaints/appeals by Members
- Level of Member recognition of importance of CALA link to ILAC
- Increased levels of preference for CALA accredited laboratories
- Degree to which CALA is viewed as only an environmental accrediting body
- Number & Quality level of partnerships formed
- Evidence of innovative/improved technology (electronic culture)

APPENDIX:

Canadian Association for Laboratory Accreditation Inc.

Strategic Planning Session

July 6–7, 2010

Ottawa, Ontario

DRAFT REPORT

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Session Objective

Develop a five-year strategic plan for the Canadian Association for Laboratory Accreditation Inc. (CALA).

Mission Statement

Purpose:

Update CALA's mission statement.

What works well with how our mission is currently articulated? What concerns do we have? How could those concerns be addressed through amendments to the mission?

Participants worked in table groups to develop initial drafts of the mission statement. In plenary, they identified key words that had the most resonance among Board members. After each group did a second draft of its proposed mission statement, participants worked in plenary to craft new wording for a final, updated mission statement.

Original mission statement

To help laboratories achieve and demonstrate the highest levels of scientific and management excellence through the combined principles of Competence, Consistency, Credibility and Communication.

Draft mission statements

Group One:

- *First draft:* To increase **public confidence** in laboratory **data** through **accreditation, proficiency testing** and **training** programs.
- *Second draft:* To increase public confidence in laboratory data through its accreditation, proficiency testing and training programs.

Group Two:

- *First draft:* To ensure **public confidence** in laboratory **results** by delivering an **accreditation, proficiency testing** and **training** program to their members through the combined **principles** of competence, consistency, credibility and communications.
- *Second draft:* As a membership-driven accreditation body, CALA instills public confidence in analytical test results by delivering an accreditation, proficiency and training program.

Group Three:

- *First draft:* CALA ensures **public confidence** by helping laboratories demonstrate ongoing **competence** through **training, proficiency testing** and **accreditation** services.

- *Second draft:* CALA inspires public confidence in laboratory test results by helping laboratories demonstrate ongoing competence through internationally recognized training, proficiency testing and accreditation services.

Group Four:

- *First draft:* CALA **inspires** public confidence in laboratory test **results** by providing **membership-driven** and internationally recognized **accreditation, proficiency testing and training** services.
- *Second draft:* CALA inspires public confidence in laboratory competence by providing membership-driven and internationally recognized accreditation, proficiency testing and training services.

Group Five:

- *First draft:* To facilitate the ability of laboratories to demonstrate **competency in analytical services** to ensure that those who rely on these results have **confidence** in the outcomes.
- *Second draft:* CALA inspires confidence in analytical data by helping laboratories demonstrate ongoing competence through credible training, accreditation and proficiency testing services.

Key words identified

- *Data, accreditation, proficiency testing, training, results, services, public confidence, inspires, membership-driven, competence and analytical services.*

Revised mission statement

CALA is a not-for-profit member-based association that instills public confidence in laboratory test results by providing internationally recognized accreditation, proficiency testing and training.

Environmental Scan

Purpose:

Review the operating environment in which CALA will function in the coming five years.

What are the major trends and developments that are likely to affect our association over the next five years?

- Changes in standards could mean changes in proficiency testing (PT) framework, partnership agreements, membership, internal and external training
- Changes in membership:
 - Smaller facilities being amalgamated/consolidated

- Reduced client base
- Cost a greater issue — might affect smaller clients
- Impact if larger clients go with a competing organization
- Reduced client base makes it more difficult to promote CALA, affects capability to deliver
- Changes to regulatory frameworks (all levels of government)
 - New jurisdictions coming at us and driving new membership
 - Consolidated regulations
 - Shrinkage in demand
 - Public demand for greater quality assurance could drive greater demand, especially if go beyond 17025
 - Could affect amount of PT testing, combining methodologies
- More sophisticated instrumentation affects volunteer capability to execute different methodologies
 - Government labs falling behind private labs, and assessors from public labs might also be behind when assessing private labs
 - Not all assessors have the ability to assess all labs
 - Might need to pay assessors with more specialized knowledge, and this could cost more money
- There is a larger issue of maturing membership
 - Those involved for 5–10 years want to see the program mature along with them
 - Mature members are now very experienced with the assessment process and might need to go to a risk-based assessment rather than one that just involves “ticking boxes” (looking at each section and identifying low, medium and high risk)
- Stakeholders include the public and regulators
 - The stakeholder public wants more accurate information faster, is more educated and more risk-averse — there is public pressure for labs to do a better job and keep risks down
 - Stakeholder regulators want information that is faster, cheaper, better
 - The standard is to get “technically valid results” (a better term than “accurate”) and regulators understand that, but the public prefers “accurate”
- The economic downturn means labs must do more, faster, with less — the other parties that labs deal with must do the same (come through faster and faster)
 - Accrediting bodies have done a good job selling to regulators that they should only use accredited labs for tests and now we have to be accredited to do the work
 - The CALA accreditation process needs to be quicker, more responsive
 - Must be able to respond quickly to new processes
 - Could mean demand for “cheaper” approaches
- Many labs are becoming multidisciplinary
 - They will be looking for more integrated accreditation
 - CALA is not multidisciplinary
- Trend to demand “one window” accreditation approach

- CALA viewed as a supplier rather than as an authority — will need to be seen more as a partner
- Greater geographical expansion – including out of country labs
 - Growth area for CALA?
 - Chain labs could choose one accrediting body
- Overall trend to greater customization of service
- Economic pressure forcing larger labs to squeeze costs
 - Wage rates not supporting necessary skill levels
 - Do more internal training
- Methodologies chopped up into simpler steps that are then rolled up into an analysis
- More computerization minimizes paper trail
 - Increases members’ expectations of what information they can access
 - Puts added stress on assessors and slows process
 - More expectations on CALA to provide more automated services
- Labs doing their work with fewer people
 - More pressure on operations and fewer volunteer assessors available to CALA
 - More skilled assessors might be least likely to be released from their labs
- With maturing program, benefits might now be less to labs

Opportunities, Threats, Strengths and Weaknesses

What future opportunities and threats do we face? What strengths and weaknesses do we have as an organization as we enter this strategic planning period?

OPPORTUNITIES

- ▶ Strategic partnerships or consolidated services
- ▶ Picking up multidisciplinary labs (e.g. environment and food)
- ▶ Trading on our reputation to create more growth
 - Current reputation around environmental
 - Pick up the model and use it elsewhere, especially if CALA goes to risk-based assessments
 - Training of operators (e.g. water, sewer) especially in smaller labs
- ▶ Be more cost-competitive in PT program
- ▶ Look at programs offered to see how CALA could be more responsive
- ▶ Charge a premium for “rush” accreditation process
- ▶ Develop greater consistency among assessors
- ▶ Market to “end user” public (impact of CALA’s accreditation on public safety)
- ▶ “Sales” teams to help labs convert from Standards Council of Canada (SCC) to CALA
- ▶ Move “retired” assessors into other roles

THREATS

- ▶ CALA pigeon-holed as “environmental”
- ▶ Failure to attract more attentive and technically competent volunteer assessors and Board members
- ▶ Loss of PT program due to international requirements
- ▶ Threat to PT program from more cost-effective/cheaper competitors
- ▶ Loss of CALA status as an accrediting body if changes in regulation
- ▶ Loss of entire accreditation program because of loss of PT program (PT-subsidized accreditation)

STRENGTHS

- ▶ Assessors/volunteers
 - Lots of volunteers who are educated and skilled
 - Most are still active in labs
- ▶ Operational skills
 - We deliver — CALA is more timely and more responsive to membership and this is part of our competitive advantage
- ▶ Very consultative
 - Options are laid out so that everyone understands before decisions are made
- ▶ Dedication of office staff and how they treat the members
- ▶ Dependable
- ▶ PT program — mature, profitable, most valuable service to our members
- ▶ Joint assessments by SCC and CALA
- ▶ Good training program for members and assessors
- ▶ Large number of consultants available to CALA
- ▶ Credibility with members, regulatory community and internationally
- ▶ International linkages

WEAKNESSES

- ▶ Assessors/volunteers
 - Volunteers might drop away or be forced to retire
 - Do not get to do a lot of assessments to develop skills and consistency
- ▶ Programs are not changing with the times (e.g. computerization) – doing so is technically complex and takes time
- ▶ As assessors mature and retire, but remain active, they get further from the bench and lose technical skills
- ▶ Lack of flexibility (e.g. unnecessarily sticking to rules when flexibility would be appropriate)

Key Results Areas

Purpose:

Identify priority areas for attention by the Board and CALA over the coming five years.

Issues, challenges and success measures

In order to maintain and enhance effectiveness as an association, what are the major issues and challenges that we must address over the coming five years?

Participants brainstormed ideas (presented below in original wording) and regrouped them into key results areas. The group prioritized the key results areas and established a timeframe for each one, within which the major issues and challenges should be substantially resolved. They then identified success measures for each key results area.

Major initiatives

CALA staff will work with the material generated on key results areas and success measures to create a list of suggested major initiatives. This operational plan will be drafted internally in time for the October Board meeting.

Key Results Area #1:

Developing a sustainable proficiency testing (PT) infrastructure

Timeframe: Year 1

Priority: 16 votes

Issues and Challenges

- Enhance viability of the accreditation program to face possible loss of PT program
- Uncertainty about PT program as a good source of revenues
- PT changes due to changes in the standard
- Accreditation program unable to cover the cost of the program (depends on cost of PT)
- Separate proficiency testing and accreditation costs to be competitive and to have sustainable programs
- PT costs could be more competitive
- We need to understand the pressure being applied by competitors in the PT business — labs will eventually leave the CALA PT program once competitors figure out the template
- Expand proficiency testing offerings (i.e. increase the test groups)
- Ensure CALA has contingency plan if it has to fully divest itself from the PT program

- Proficiency testing competition
- The international push to remove PT
- PT competition
- The separation of the PT program, which will mean increased accreditation costs
- Dependency on PT program to sustain organization. Challenge: balance operations (make other areas profitable) and offer something more with PT service

Success Measures

We'll know we have achieved success in this key results area when...

...we have retained key/larger laboratories as clients (sustainability) without losing net revenue as an organization.

...we have a plan in place in the event that we have to divest the PT program (e.g. if there are regulation changes).

Notes:

- There must be a balance in transferring revenue from PT to accreditation.
- The strategy for change must take into account the critical mass needed to run a PT program.
- The PT program must be self-supporting. This does not address the sustainability of the rest of the organization.

Key Results Area #2:

Strategies to improve accreditation services

Timeframe: Years 1-3

Priority: 14 votes

Issues and Challenges

- Rethink our processes with the express purpose of more flexibility for members
- Tightening lab budgets resulting in pressure to economize on training, PT and accreditation costs
- Make accreditation process more efficient
- Offer different levels of services (e.g. turnaround times) and charge accordingly — use consultants as needed
- Economic climate (labs) and CALA services (i.e. labs are facing issues in relation to the economic climate and could link services to whatever that climate is)
- In order to meet member needs, CALA will need to accept some increased risk from changes to the way it does its business (clarification: often when a lab asks us to do something, the changes we make do tend to elevate the risk we take, and we have to be comfortable that this elevated risk is still acceptable and manageable)

- Updating processes for very quick processing of new accredited tests
- Program flexibility: tiered (such as having a pre-audit, then an audit, etc); abbreviated; risk-based; graduated; set-up assistance, etc.
- Increased requirements for accreditation, and needing to meet the demand quickly
- Update the accreditation process to reflect client needs (e.g. risk-based or modular system)
- Move to a risk-based assessment model

Success Measures

Increased flexibility

We'll know we have achieved success in this key results area when...

...we have defined, documented and marketed procedures for levels of service, including timelines and costs.

- These procedures should including scope extensions, whether by document review, abbreviated assessments or accelerated abbreviated assessments. They should also include initial assessments, reassessments and the addition of new tests during reassessments.

Notes:

- Flexible scopes are more often used within the health sector (and sometimes the food or environmental sectors). They apply when one is not doing routine testing. Some labs (e.g. Health Canada labs) have to be set up for accreditation processes that are not well defined. They require a wide scope and flexibility to look at the “hot topic” of the day.

Risk-based accreditation

We'll know we have achieved success in this key results area when...

...we have designed a program that includes qualifying and progress criteria for risk-based accreditation by the end of year one.

...we have run the program through a focus group and evaluated it by the end of year two.

- Start with a focus group. Use labs that have demonstrated the best performance or have been in the program longer. Use a reward system when they have achieved certain levels. Randomly select tests for the audit team to review. Rotate all areas through a pre-determined cycle (e.g. once every five years).

...we have a qualified assessor pool to do representative sampling.

Key Results Area #3:

Expanding the scope of accreditation (internally and/or through partnership)

Timeframe: Years 1-3

Priority: 9 votes

Issues and Challenges

- Re-partnering with Standards Council of Canada (SCC)
- Expansion to include food
- Expanding the scope of services offered
- Grow the membership
- Branch out into other fields or develop partnerships
- Expand our scope of accreditation
- Each sector or line of business must be profitable on its own (i.e. accreditation, PT, training, international work)
- Solidifying CALA's business (expansion)
- Build strategic partnerships (i.e. Standards Council of Canada)
- Expand the field of accreditation (i.e. food)
- Expand to different sectors
- Expansion into new and different fields of accreditation and developing reputation and expertise in these fields
- Get the food thing done
- "Competition" with Standards Council of Canada in important areas of accreditation
- Expand program offerings to increase value proposition for members

Success Measures

We'll know we have achieved success in this key results area when...

...we have more efficient and cost-effective delivery of joint accreditation for food.

...we have a signed agreement with CFIA giving us the ability to accredit a food lab ourselves.

...there is CFIA recognition of CALA assessors.

...we do clinical lab accreditation (and form a partnership with QMPLS within 3–5 years to deliver joint implementation).

Key Results Area #4:

Developing a strategy to ensure a sustainable assessor pool

Timeframe: Year 3

Priority: 7 votes

Issues and Challenges

- Foster continued volunteerism for assessor pool
- Increased difficulty in recruiting assessors if there are fewer technicians on bench in labs (fewer available technicians to volunteer)
- Maintaining sufficient numbers of assessors, given economic times
- Growing the pool of skilled assessors
- Lack of government support for our programs — not having the support for moving into new areas (in terms of expertise and input)
- Volunteer base: understand and plan how to protect our volunteers in the face of increasing financial pressure, retirements, government lab closures, etc.
- Lack of availability of volunteer assessors, mainly for areas other than environmental

Success Measures

We'll know we have achieved success in this key results area when...

...we have the ability to deliver site assessments using qualified assessors within 30 days of a client request.

...we have the ability to deliver re-assessments within the required timeframes.

...managers in organizations understand the value that having staff as assessors brings to the organization.

Key Results Area #5:

Marketing and customer service

Timeframe: Years 1-2

Priority: 6 votes

Issues and Challenges

- Ensure member needs are captured by their Board representatives
- Maintain the credibility of CALA programs in the minds of Canadian regulators
- Tap into the needs of membership more effectively

- Publish timelines on all services so members know what to expect
- CALA to be better recognized by the public
- We must gain credibility in areas outside of environmental, such as food accreditations
- Providing more value-added services
- Improve or increase customer service levels and turnaround
- Customer service
- Marketing programs (to membership, stakeholders, national/international) coupled with a task group for partnering
- Joint marketing (with members) to drive value
- Be recognized as a leader and innovator in accreditation, domestically and internationally
- Maintaining the labs' view of accreditation, adding value to labs as they develop very mature quality systems
- Increase awareness of CALA profile to the public
- Awareness of regulatory trends that provide opportunities or threats to success of CALA

Success Measures

We'll know we have achieved success in this key results area when...

...we have developed relevant key performance indicators and a reporting process.

...we have developed a marketing plan.

- Think big — bigger vision — no limits
- Defined target markets
- Defined deliverables

...we have a designated customer service liaison with partners and membership/stakeholders.

- Provide job description by the next Board meeting
- Staff the position within six months

...we post FAQ on the website (in process).

...we have a formulated presentation of customer service data that has been collected from stakeholders.

...we have developed a list of promotional venues (e.g. trade shows, presentations, lunch & learn).

...we have developed promotional materials for labs to use in their marketing.

...we have branded CALA to establish credibility, recognition and a “seal of approval.”

...we have successfully marketed to financial institutions to ask that clients be 17025-accredited.

- Users should want results from an accredited lab, and specifically, a CALA-accredited lab.

...we have an incentive program for recruiting new assessors (such as percentage discount based on experience) and for new member referrals.

Key Results Area #6:

IT infrastructure and how it meets member and organizational needs

Timeframe: Year 2

Priority: 4 votes

Issues and Challenges

- Web and technical interface for entering scopes/data/searching/interactive
- Evolving analytical technologies affecting proficiency testing and assessors
- Keeping up with IT and web
- Becoming more technologically interactive with clients
- Increased use of and variety of lab information management systems, increased expectation that assessors can work with lab software systems (the issue is expectation management)
- Develop and improve our IT systems to industry levels and standards

Success Measures

We'll know we have achieved success in this key results area when...

...members are able to work online to self-manage profiles and materials for PT, accreditation and training (including application and support documentation). This should be complete by the first quarter of 2012.

...members are able to get program cost estimates and pay bills online. This should be complete by the first quarter of 2014.

Key Results Area #7:

Board governance

Timeframe: Year 1

Priority: 1 vote

Issues and Challenges

- Maintaining and growing the financial base
- Succession planning on the Board, and the role of the Board

- Cost-containment (enhance sustainability and improve competitiveness)

Success Measures

No success measures identified.

Key Results Area #8:

Training – internal and external

Timeframe: Year 1

Priority: no votes

Issues and Challenges

- Grow the knowledge of our staff and volunteers
- Comprehensive training programs that encompass all branches of ISO 14000
- Online training and services for members
- Training expansion
- Address the need expressed by members for more training courses and a higher level of complexity
- More educational initiatives (i.e. the public and regulators)

Success Measures

We'll know we have achieved success in this key results area when...

...participation in online training has increased by 5%.

...we pilot one 90-minute webinar session (a live presentation over the Internet, with audio and possibly video) led by a CALA consultant, on a technical topic (e.g. the issue of assessor consistency). This pilot webinar would only be open to a select group.

...we have developed a business case for training beyond ISO/IEC 17025 (9000, 14000 or 18000).

... at least 10 regulators from across the country have taken a course (either online or in class) that talks about the value of accreditation and PT. These regulators should be from outside the organization (e.g. labs not accredited by CALA, Health Canada, etc.)

...50% of our volunteers have taken a complimentary online course of their choice.

Notes:

- The category of “training” has two parts: internal and external. Internal training applies primarily to staff. External training includes committee members, volunteers and member

labs. All these groups are considered “external” because the training must be delivered outside the CALA office.

- CALA has approached a number of colleges and universities regarding training opportunities on quality assurance and quality control, but these institutions have neither the time nor the money available.

Enablers and barriers

Purpose:

Identify what might help or hinder the Board and the Association in implementing its strategy.

What factors exist (either within or outside the Board and CALA) that will support pursuit of our strategy? What could potentially trip us up?

Enablers

- ▶ CALA has skilled staff that are capable of fleshing out operational elements that will support these initiatives.
- ▶ CALA has good volunteers and consultants.
- ▶ Positive changes may occur in the marketplace (e.g. some new demand that fits into our current program stream).
- ▶ A potential culture shift to meet the risk-aversion barrier could have other, spin-off benefits.
- ▶ Regulators like our current risk aversion.
- ▶ Board members’ presence in the sector gives CALA easy access to major players.
- ▶ The lack of competition might make it easier for CALA to make changes.
- ▶ If SCC becomes more competitive, this will push CALA forward.
- ▶ Regulators have experience with a risk-based approach.

Barriers

- ▶ CALA lacks available funds to make it happen.
- ▶ CALA lacks available human resources.
- ▶ Drastic negative changes in the marketplace (e.g. regulatory, budgets) could occur.
 - Action: Be aware and influence the situation when possible.
- ▶ CALA’s historical risk-averse approach is a barrier (we have not taken any risks before because it has not been necessary). How much risk are we prepared to take on?
 - Action: Risk-based accreditation increases CALA’s risk, but we can assess risk as we go to ensure it is manageable and that we are prepared to live with it.
- ▶ Regulators might not be comfortable with a risk-based approach.
 - Action: Communicate and get reaction. Align more with perceptions of SCC approaches and vocabulary.
- ▶ Resistance to change among staff could be a barrier.

- ▶ SCC may succeed in being more competitive by marketing its services.
 - Action: Be aware and keep raising the bar.

Next Steps

What needs to happen over the next 30–60 days to maintain the momentum of this Board strategic planning session?

Next Step	Accountability	Deadline
Submit session report to Charlie	Erinne White	July 15, 2010
Distribute session report to Board and staff	Charlie Brimley	July 16, 2010
Finalize strategic and operational plan	Paul Fewer	October 7, 2010

Evaluation

From the time when we first heard about this session until right now, what has gone well, and what might we consider doing differently next time?

What went well?

- ▶ The food was great.
- ▶ The timing was great. The facilitator stayed on time and on task and took control of the group.
- ▶ The location was good and convenient.
- ▶ The facilitation process was very good and very well delivered.
- ▶ Board members, including new members, were well engaged and made contributions to the effort.
- ▶ It was good to allow staff to attend. This motivates staff, ensures staff input, eases change management and lets staff see how things work.
- ▶ Hiring a professional facilitator was a good decision.
- ▶ The length of the meeting (a day and a half rather than two full days) was good.

What would we do differently?

- ▶ We needed a break earlier (halfway through the “success measures” section).
- ▶ Other accreditation officers could have attended.