



## 2016 – 2020 Strategic Plan for the Canadian Association for Laboratory Accreditation Inc.

<b>Vision</b>	We are a major Canadian laboratory accreditation body providing our clients with the highest quality service and global recognition both now and into the future.				
<b>Goals of the Strategy</b>	<b>PROGRAMS</b> <i>To expand programs through diversification of products and offerings.</i>	<b>MARKETS</b> <i>To Identify, Develop and Access New Markets for our Services</i>	<b>PEOPLE</b> <i>To Continue to Attract, Develop and Retain Highly Skilled and Motivated Volunteers and Staff</i>	<b>FINANCIAL</b> <i>To Provide the Most Cost-Effective Self-Sustaining Accreditation, Proficiency Testing and Training Services Available in Canada</i>	<b>TECHNOLOGY</b> <i>To implement technologies that will make CALA services easier to purchase and streamline both internal functions and external connections with our stakeholders</i>
<b>Primary Focus</b>	<b>PROGRAMS</b> <i>By 2020 CALA will be Canada's fastest-growing laboratory accreditation body offering internationally-recognized services in multiple fields of testing.</i>		<b>TECHNOLOGY</b> <i>By 2020 CALA will have a state of the art Association Management System capable of offering online self-service to clients, online registrations for training and streamlined administrative functions.</i>		

## Objectives

### Primary Objectives:

By 2020, CALA will be firmly established as a full-service laboratory accreditation body. It will have extended its accreditation services into several other fields of testing in support of member/client needs, resulting in a 3% average annual growth and a total of 260 accredited laboratories. The proficiency testing program will continue to grow based on client needs; it will expand at an average annual rate of 5% in support of both accreditation and non-accreditation-related activities. Training activities will be stable and will continue to pursue full sustainability through access to domestic and international markets. Total CALA revenue will have increased to \$4.5 million annually, with all departments contributing to a small annual surplus. CALA programs, when implemented internationally, will continue to provide profitable services and will be supportive of developing programs in other countries. CALA will continue to fully participate in the programs of the Asia Pacific Laboratory Accreditation Cooperation (APLAC) and the International Laboratory Accreditation Cooperation (ILAC).

### Supporting Objectives:

#### By 2020...

- At least 90% of the accredited environmental testing laboratories in Canada will have a CALA accreditation including all federal and provincial government laboratories; similarly CALA will have accredited at least 90% of the drinking water testing laboratories in Ontario.
  - CALA's efforts into targeted diversification of the accreditation program will have resulted in ...
    - 13 mineral laboratories
    - 26 petroleum laboratories
    - 26 food and agriculture testing laboratories
- CALA will have fully established its new association management system allowing seamless, user-friendly member and client self-serve options to transact their business with CALA. This system will improve our interactions with clients and provide internal productivity improvements through reduction of manual processes and the reduced requirement for paper copy documentation. The web site will be enhanced to attract new customers from a wider laboratory community.
- At least 50% of laboratory users and 100% of regulators that have ISO/IEC 17025 as a requirement within their organization's mandate will understand that CALA accreditation is based on the international ISO/IEC 17025 standard and that as an ILAC MRA signatory, a test result from any CALA-accredited laboratory is recognized by a growing number of economies around the world.

- CALA will have fully established an integrated communications and marketing strategy with a series of social media forums designed to maximize direct two way communications with its key stakeholder groups.
- CALA will have continued to elevate its recognition and positive profile internationally through its ongoing active involvement in both ILAC and APLAC affairs. CALA will be recognized for our active and productive contributions to the ongoing development/revision of ISO standards that have wide ranging impacts on both CALA specifically and the laboratory community. By the end of this plan period, CALA should actively pursue a role as the future host for an international meeting of either ILAC or APLAC.

Context / External Pressures:

- Laboratory austerity measures – doing more with less - puts pressure on CALA programs to remain cost effective for clients
- Lack of recognition of CALA in other sectors is a barrier to entry into new markets
- Lack of connections is also a barrier to entry into new markets
- Goals and objectives (metrics) and level of successful achievement will be impacted by the regulatory environment (new or changes to regulations may have positive or negative impacts)
- Internal resource (time and money) competition: IT project is consuming considerable resources from all areas in the near term
- Many other goals hinge on the completion of the IT project
- CASL (Canada's Anti-Spam Legislation) requirements are presenting a communications challenge preventing soliciting emails to those who do not have a pre-existing relationship with CALA
- Competition in the Accreditation, PT and Training space

	PROGRAMS	MARKETS	PEOPLE	FINANCIAL	TECHNOLOGY
<p style="text-align: center;"><b>Key Performance Measures</b></p>	<p><i>Accredited fields</i></p> <ul style="list-style-type: none"> <li>• Growth from non-environmental labs</li> </ul> <p><i>Proficiency Testing</i></p> <ul style="list-style-type: none"> <li>• Test group expansion</li> <li>• Growth in overall PT program participation</li> <li>• Average annual growth rate of 5% (20% for life of plan)</li> <li>• Separate PT from CALA core structure</li> </ul> <p><i>Training</i></p> <ul style="list-style-type: none"> <li>• Growth in online course participants by 5%/year</li> <li>• Revenue funds development of new courses</li> <li>• Program sustainability</li> </ul> <p><i>International</i></p> <ul style="list-style-type: none"> <li>• Signatory membership in ILAC and APLAC maintained</li> <li>• Assistance to developing accrediting bodies</li> </ul>	<p><i>Numbers of Labs:</i> Total accredited -</p> <ul style="list-style-type: none"> <li>• Environmental</li> <li>• Water treatment</li> <li>• Waste water treatment</li> <li>• Other <ul style="list-style-type: none"> <li>➢ Food</li> <li>➢ Mineral</li> <li>➢ Petroleum</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>• PT average annual growth</li> <li>• International accredited and PT labs</li> </ul> <p><i>Communications</i></p> <ul style="list-style-type: none"> <li>• Initiatives to Market brand focus on CALA's technical expertise, customer service and integrity</li> <li>• Promote awareness of CALA beyond the lab to include general public / data users</li> <li>• Licenses issued for use of CALA and CALA/ILAC combined marks</li> <li>• Increasing % of lab users who understand accreditation on ISO/IEC 17025, global recognition, and recognize CALA and CALA/ILAC combined marks, prefer CALA-accredited labs</li> <li>• % regulators requiring ISO/IEC 17025 accreditation</li> </ul>	<p><i>Staff:</i></p> <ul style="list-style-type: none"> <li>• <i>Satisfaction with personal growth</i></li> <li>• <i>Satisfaction with CALA as an employer and as a workplace</i></li> <li>• <i>Know CALA Mission and core values</i></li> </ul> <p><i>Volunteers:</i></p> <ul style="list-style-type: none"> <li>• Sustainable number of volunteer assessors compared to needs</li> <li>• Satisfaction ratings for assessors</li> <li>• Assessor retention and turnover</li> <li>• Multiple qualified candidates for Board Elections</li> <li>• Know CALA Mission and core values</li> </ul> <p><i>Members:</i></p> <ul style="list-style-type: none"> <li>• Satisfaction levels: overall and for all programs</li> <li>• Timeline targets for site assessment responses and for PT reports</li> <li>• Complaints, appeals, compliments and testimonials</li> </ul>	<p><i>Overall</i></p> <ul style="list-style-type: none"> <li>• <i>Total revenue</i></li> <li>• <i>Reserve fund total</i></li> </ul> <p><i>Program contributions</i></p> <ul style="list-style-type: none"> <li>• Surplus contribution by all programs</li> <li>• International activities in all program areas contributes to annual surplus</li> </ul>	<p><i>Programs:</i></p> <ul style="list-style-type: none"> <li>• Customers have the option of being able to upload proficiency data electronically and efficiently</li> <li>• Plan and implement move to tablet-based software for assessors</li> <li>• Training customers have ability to access all online courses on demand</li> <li>• Established communities of interest allow for more timely/targeted/quality feedback from stakeholders</li> </ul> <p><i>Administration:</i></p> <ul style="list-style-type: none"> <li>• All routine reporting on administrative functions is automated</li> </ul>

	PROGRAMS	MARKETS	PEOPLE	FINANCIAL	TECHNOLOGY
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Identify and develop additional services within the core environmental programs.</li> <li>• Identify and develop non-environmental fields of accreditation that are desired by Canadian laboratories.</li> <li>• Identify and develop services that are needed by non-laboratory testing facilities.</li> <li>• Complete work to separate PT from main CALA organizational structure to meet the requirements of ISO/IEC 17011</li> </ul>	<ul style="list-style-type: none"> <li>• Market CALA's broader scope of activities to a broad Canadian laboratory and testing community.</li> <li>• Identify and address regulatory and policy issues that are impeding access to key potential markets.</li> <li>• Regular access and communication with regulators so CALA is "at the table" for input, to promote the requirement for accreditation of testing laboratories.</li> <li>• Identify and access new markets for the core environmental program.</li> <li>• Identify and access appropriate international markets.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain high staff satisfaction levels concerning organizational mission and recognition, and workplace flexibility, support (people) and teamwork.</li> <li>• Enhance staff satisfaction with personal opportunity and incentive.</li> <li>• Enhance and monitor the satisfaction levels of volunteers</li> <li>• Ensure a sustainable pool of knowledgeable volunteers.</li> <li>• Enhance staff and volunteer commitment to CALA values.</li> <li>• Enhance member involvement.</li> <li>• Expand awareness of laboratories, users and regulators of CALA's linkage to APLAC and ILAC.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve growth in all revenue streams with a 1.5% average annual increase in the reserve fund.</li> <li>• Maintain general PT fees at or below market while systematically ensuring cost effective fees for labs in the accreditation stream.</li> <li>• All programs will contribute to the annual surplus and expenditures will never exceed revenues.</li> </ul>	<ul style="list-style-type: none"> <li>• incorporate technological innovation into all aspects of the organization</li> <li>• Paperless assessments, training available on any mobile device</li> <li>• Embrace efficiencies gained from IT project</li> </ul>