



**Arizona Chapter
International Public Management Association for Human Resources**

2004 Strategic Plan

August 26, 2004

Our Mission:

To actively lead the Arizona public sector Human Resources community by providing events and forums that establish relationships, promote learning, and enhance organizational value.

Executive Summary

The AZ IPMA-HR Board of Directors began a strategic planning process in August 2004. The process was initiated with a full-day planning session and has continued through regularly scheduled Board meetings. Marnie Green of Management Education Group facilitated the initial planning session. During their work, the Board examined the strengths, weaknesses, opportunities, and threats faced by AZ IPMA-HR. Additionally, the Board developed **Short-term Goals**, which are goals to be completed in FY 204/05. The Strategic Plan includes commitments by the Board members on their Short-term Goals so achievement of the Plan's objectives can be successfully obtained.

Long-term Goals were identified by the Board to be completed within the next two to five years. The Board intends to review and update the plan on an annual basis during the Annual Transition and Planning Meeting, and on an ongoing basis during Board Meetings.

Board of Directors 2004/05

Christine Lowery-Nunez, President
Mike Ingersoll, President-Elect
Marge Achong, Secretary
Donna Hilton, Treasurer
Teri Traaen, Past President
Scott Barber, Board Member
Mary Blumer, Board Member
Theresa Damiani, Board Member
Karen Doncovio, Board Member
Lena Jones, Board Member
Connie Kakavas, Board Member
Keith Poole, Board Member
Sarah Stewart, Board Member
Phil Kundin, Board Member Emeritus

A special thanks to Marnie Green of Management Education Group who facilitated the planning meeting and provided guidance to the Board in establishing and implementing their short and long term goals.

Background

The Arizona Chapter of the International Public Management Association for Human Resources (AZ IPMA-HR) is a non-profit, professional association dedicated to the human resource profession in the public sector throughout the State of Arizona. AZ IPMA-HR has approximately 150 members across Arizona in city, county, and state agencies; fire districts, school districts; transportation and utility agencies; and independent and private sector consultants specializing in one or more areas of human resources.

AZ IPMA-HR exists to:

- Support of each other and the Human Resources profession;
- Share and guide experiences, information and ideas;
- Improve members' organizations through change and development;
- Improve members' personally through professional development;
- Enhance the skills of human resource professionals.

We gauge our success by the extent of:

- Number of members
- Participation in events
- Sharing of information
- Professional certifications
- National membership
- Diversity of membership

AZ IPMA-HR is in the business of:

- Professional Development
- Government/Public Sector Human Resources
- Service

Purpose and Approach

The purpose of the AZ IPMA-HR Strategic Plan is to develop a clear plan of the Association's future in order to continuously improve the resources available to its Membership.

The Board acknowledges that the AZ IPMA-HR Strategic Plan is not a document set in stone, rather a living document subject to change and revision as goals and objectives are met, revised, and developed.

Development of New Mission Statement

Although the Board felt the current Mission Statement was good, they wanted a statement that was more concise so that Members would be better able to identify with it.

Old Mission Statement:

To promote and provide professional development in Human Resources to members and their organization by:

- Facilitating and mentoring among agencies and organizations to address current issues and trends;
- Disseminating timely information concerning HR trends, formally and informally;
- Sponsor formal training sessions and workshops

New Mission Statement:

To actively lead the Arizona public sector Human Resources community by providing events and forums that establish relationships, promote learning, and enhance organizational value.

Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis)

A “scan” of the internal and external environment is an important part of the strategic planning process. Environmental factors internal to an organization usually can be classified as strengths and weaknesses, and those external to the organization can be classified as opportunities and threats. The SWOT Analysis provides information that is instrumental in strategy formulation to develop goals and objectives by maximizing its strengths and opportunities and minimizing the impact of its weaknesses and threats.

The following is an overview of the Board’s work in developing their SWOT Analysis:

Internal Factors

Strengths

- Dedication of Board Members
- High Profile/Recognition
- Experience of Board Members
- Financials of AZ IPMA-HR
- National Network
- Mailing List/Network
- Strong Vendor Support
- Diversity and Cross Section of Membership

Weaknesses

- Passive Membership
- Geographic Distance
- Little State involvement (School Districts, Federal, Military, Special District, Native American Tribes)
- Current Website
- Incentives
- Time of Meetings
- Lack of Administrative Support

External Factors

Opportunities

- National Conference
- Legislative Agenda via League of AZ Cities and Towns
- New Laws and Guidelines
- Regional Expertise (leadership training)
- Joint Events with SHRM, ASTD, WPLRA
- Splitting into Two Chapters
- National Teleconference Events
- Improved Programming

Threats

- SHRM Public Focus
- Past Perception of AZ IPMA
- Industry workload makes it hard for folks to attend (balance)
- Human Resources Leaders are not involved
- Technology = Loss of Community
- Availability of value added speakers without paying
- Community \$\$ restrictions
- National Membership Requirements

Short Term Goals

These were goals identified by the Board to be completed in FY 2004/05:

1. Finalize Strategic Plan Document
 - a. Board Member(s) Responsible: Christine Lowery-Nunez
 - b. Target Completion Date: January, 2005
 - c. Status: **Completed**
2. Develop National Conference Host Committee
 - a. Board Member(s) Responsible: Christine Lowery-Nunez
 - b. Target Completion Date: September, 2004
 - c. Status: **Completed**
3. Spring Conference 2005
 - a. Board Member(s) Responsible: All
 - b. Target Completion Date:
 - c. Status: **Completed**

4. Conduct Competency Model Training
 - a. Board Member(s) Responsible: Christine Lowery-Nunez, Mike Ingersoll
 - b. Target Completion Date: January, 2005
 - c. Status: **Completed**

5. Obtain a Brand Name Speaker for the Spring Conference
 - a. Board Member(s) Responsible: Mary Blumer
 - b. Target Completion Date: December 2004
 - c. Status: **Completed**

6. Define Job Duties (Committee Job Description)
 - a. Board Member(s) Responsible: Marge Achong
 - b. Target Completion Date: October 1, 2004
 - c. Status: **Completed**

7. Develop a New Member Packet
 - a. Board Member(s) Responsible: Mike Ingersoll, Sarah Stewart
 - b. Target Completion Date: End of 2004
 - c. Status:

8. Website Redesign
 - a. Board Member(s) Responsible: Sarah Stewart, Keith Poole
 - b. Target Completion Date:
 - c. Status: **Completed**

Long Term Goals

There were goals identified by the Board to be completed within the next 2-5 years.

1. Change By-Laws to ensure diverse Board Membership
 - a. Geographic (e.g. Northern AZ, Central AZ, Southern AZ)
 - b. Organizational (e.g. large city, small city, county, school district, federal agency)
2. Succession Plan for liaison with National IPMA-HR
3. Clarify Relationship with National IPMA-HR (Unified Membership)
4. Redevelop Website
5. IPMA Certification
 - a. Develop trainers to provide Competency Model Training
 - b. Have all AZ IPMA-HR Membership IPMA-HR Certified
6. Long-term Financial Plan
7. Membership Growth
8. Increase Event Attendance

Long Term Goals Identified in *PRIORITY ORDER*

1. Redevelop Website
2. Membership Growth
3. Increase Event Attendance
4. IPMA-HR Certification
 - a. Develop trainers to provide Competency Model Training
 - b. Have all AZ IPMA-HR members IPMA-HR Certified
5. Change By-Laws to ensure diverse board
6. Clarify relationship with National IPMA re Unified Membership
7. Long-term financial plan
8. Succession plan for liaison with National IPMA

Board Members' Commitments

Christine Lowery-Nunez

1. Develop a written document of the Strategic Plan, including the Board's commitments.
2. Establish volunteers for the Host Committee for the International Conference
3. Develop the Program Outline for the Spring Conference
4. Develop Program for Competency Model Training

Mike Ingersoll

1. Develop New Member Packet
2. Develop Program for Competency Model Training

Marge Achong

1. Collect Job Duties and Prepare Written Description

Donna Hilton

1. Assist with Competency Model Training
2. Assist with New Member Packet

Teri Traaen

1. Assist with speaker acquisition for luncheons, conferences, etc.

Scott Barber

1. Assist with New Member Packet

Mary Blumer

1. Assist with International Conference
2. Obtain motivational speaker and entertainment for Holiday Luncheon working with Program Committee

Theresa Damiani

1. Assist with International Conference
2. Assist with Spring Conference

Karen Doncovio

1. Assist with Spring Conference

Lena Jones

1. Send luncheon notices to members via email and postcard on luncheon events
2. Work with Karen Doncovio to establish dates and speakers

Connie Kakavas

1. Assist with International Conference
2. Assist with Spring Conference

Keith Poole

1. Assist with Website
2. Assist with International Conference

Sarah Stewart

1. Obtain a 3rd party administrator to redevelop website

Phil Kundin

1. International Conference – Golf Tournament