



Creating a Strategic Plan (Approaches and Questions)

There are many approaches to strategic planning, but typically one of two approaches is used:

Situation – Target – Proposal	Draw – See – Think – Plan
<ul style="list-style-type: none"> • Situation - Evaluate the current situation and how it came about. • Target - Define goals and/or objectives (sometimes called ideal state). • Path/Proposal - Map a possible route to the goals/objectives. 	<ul style="list-style-type: none"> • Draw - What is the ideal image or the desired end state? • See - What is today's situation? What is the gap from ideal and why? • Think - What specific actions must be taken to close the gap between today's situation and the ideal state? • Plan - What resources are required to execute the activities?

A. Key Components of a Strategic Plan and Examples

1. **Vision** is a long-term view and concentrates on the future. You must have a vision and believe in your vision. It can be personal and used as a source of inspiration. *For example*, within 10 years the UBC will have 20% female participation. **That is 20% by 2022. ☺!!!!**
2. **Mission** is the purpose or goal that supports your vision. *For example*, the goal of Sisters in the Brotherhood (SIB) is to create a network of active members that provides avenues for women to eliminate barriers to their success and to promote an increase in the number and diversity of women in the UBC. We advocate for member involvement to strengthen the union and for the unity and retention of all members.
3. **Values** are beliefs that are shared. *For example*, some shared values of SIB committees might be to improve Sister participation with new and existing members in all aspects of the UBC through mentoring and outreach.
4. **Strategy** is the overall approach you will use to ensure that you accomplish your vision and mission. *For example*, a SIB committee strategy to improve Sister participation might include a list of short-term and long-term goals and the approaches to achieve those goals.



B. Using Questions to Create a Strategic Plan

Below is an example of one Topic and some Questions that can be used to create a Strategic Plan. If you have more than one Topic, you might create a Strategic Plan for each; or you could combine all the Topics into one Strategic Plan. The key is to ask the **Right Questions**. This will ensure that you have the right list of short-term and long-term goals and the right approaches to achieve those goals.

Strategic Plan Topic: *To help Sisters find work*

Questions that support the Topic:

Supply and Demand Questions:

1. Where can workers find paying work and where can employers find willing workers?
2. How is the market share in your area and which jobs are available now and within the next 2-3 years?
3. Are there skilled Sisters available to fulfill Contractors' demand for women on construction jobsites? If not, what kind of outreach will you use to get skilled Sisters (e.g., announcements at Local meetings, postings notices in Union halls)?

Your strategic plan will include supply and demand goals.

Knowledge and Skills Questions:

1. Do new and existing Sisters have the knowledge and skills to use new tools? If not, how might they get these knowledge and skills (apprenticeship training, skills enhancement classes, etc.)?
2. Are they current on the latest techniques and best practices?

Your strategic plan will include knowledge and skills goals.

Process and Regulatory Questions:

1. When is the JATC or Local Union in your area accepting new applicants (often announcements have to be made publicly before the program opens)?
2. Do you know what is required in your area? If not, how can you find out?
3. When new Sisters want to join, what can you do to make sure they receive correct information on "how to join"; the best practices in finding work; and the mentoring they need to cope with an unfamiliar work place?

Your strategic plan will include process and regulatory goals.

