

The Justice Institute has developed a Strategic Plan to define its vision for the future and create a clear sense of direction and unity of purpose for the Institute.

#### Vision-bow we will be seen

A learning centred organization, based in British Columbia, internationally recognized for our expertise and leadership in –

- · education
- training
- professional standards and practices
  in justice, public safety and human services.

#### mission - our purpose

To enhance the quality of life for all by educating and training those who make communities safer.

### areas of expertise

- · Conflict resolution, mediation, negotiation
- · Corrections and community justice: adult and youth
- Court services operations: sheriffs, registry, management
- Emergency management, emergency social services, search and rescue
- Emergency vehicle operation, advanced driver training, accident investigation
- · Fire: recruit, officer, industrial, marine, hazmat
- · Paramedics, emergency medical services, resuscitation
- · Policing, law enforcement, private security
- Victim services, child welfare, family violence, youth at risk, community safety

# strategic plan

2001 - 2004

# THE KEY TRENDS

Significant social, economic and technological forces are changing society, work, education and training. In this context, the JI involved staff, students, employers and community representatives in a participative process to determine trends most likely to impact the JI. The key trends identified through this process set the context for the JI's future success, and they will be reviewed annually for modification on an as-needed basis to reflect any significant shifts in the forces.

#### more

- Student debt and poverty
- Concern about personal security and public safety
- Information technology
- Aging population/ retirements
- · Distance education
- Retraining
- Diversity
- Expectations of 24/7 flexibility
- Accountability
- Upgrading of skills

#### new

- Workplace skills
- Partnerships
- Forms of work
- Life long learningSearch for work/
- life balance
- Competition

#### less

- Government funding
- Availability of qualified and/ or interested applicants

# changing

- Government policies
- · Male/female ratios
- Expectations of value/service
- Expectations of the training experience
- Image and reputation of the professions we serve

#### the JI waywhat we value and how we do our work

- We are learning centred, quality driven and committed to continuous improvement.
- We combine professional expertise, work experience and instructional skills to design and deliver programs that are practical and relevant.
- We provide a safe and healthy working and learning environment.
- We communicate openly and work collaboratively and cooperatively throughout the Institute to build trust and strengthen the organization.
- We are ethical and treat all people with fairness, integrity, and respect.
  - We foster innovation and an entrepreneurial spirit.
    - We integrate our structures and processes to enhance efficiency and effectiveness.
      - We are fiscally responsible, focusing our resources on our core competencies.
        - We are accountable for our performance and results.



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## KEY ACTION AREAS AND STRATEGIES - what we must achieve

#### 1.0

Advance our global reputation and leadership in justice, public safety and human services education and training

- 1.1 Develop and 2.1 Develop and implement implement a marketing and program evalucommunicaation method.
- tions plans. 1.2 Benchmark best practices.
- 1.3 Produce publishable research.
- 1.4 Build our role as a resource on policy, standards and best practices.
- 1.5 Protect and strengthen our intellectual property, standards and certifications.

2.0

Develop and deliver quality. competencybased programming through a variety of delivery methods

new program

opportunities.

- 3.1 Develop and implement a facilities master plan to support 2.2 Evaluate and
- resource alternative delivery modes. develop partnership 2.3 Expand on-line
- learning. 3.3 Increase the 2.4 Identify, establish and implement
  - 3.4 Increase success in II fundraising

3.0 Establish the

facilities.

partnerships and

technologies

required for our

programs

Enhance the quality of our service to students, clients and each other

4.0

Strengthen the operating style and work environment reflected in "The JI Way"

5.1 Develop and

internal

5.2 Identify and

implement

opportunities

for continuous

implement a

plan to improve

communications.

5.0

6.0

Develop and implement strategies to support our

human resources

Allocate resources to our core competencies

7.0

8.0

**Expand** our entrepreneurial revenue generating activities

9.0 Sustain our

> ongoing financial

viability

Assure our accountability through the measurement and reporting of our performance

10.0

7.1 Identify core 8.1 Implement business competencies development

and selection

criteria

- 7.2 Develop and strategies. implement 8.2 Establish and resource allocation decision utilize business processes. project evaluation
- 7.3 Identify and consolidate non-core activities, outsourcing where appropriate.

- 9.1 Establish and build contingency funds.
  - 9.2 Increase the diversity of revenue sources.
  - 9.3 Develop risk management strategies.
- 10.1 Identify, agree upon and use key performance indicators

and results

- 10.2 Improve tracking mechanisms and reporting systems.
- 10.3 Sustain quality initiatives.

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- educational growth. 3.2 Identify and
  - opportunities.
  - integration of technologies in our programs and services.
  - activities.

- 4.1 Evaluate and improve our service on an ongoing basis.
- 4.2 Coordinate and upgrade our student services.
- 4.3 Increase financial aid opportunities.
- improvement. 5.3 Improve efficiency and effectiveness.
- 5.4 Increase our ability to work collaboratively & cooperatively.
- 5.5 Improve understanding of each other and our work.

an annual performance development review process.

6.2 Create and

implement

6.1 Develop and

strategic

implement a

recruitment and

retention model.

- 6.3 Implement an employee recognition program.
- 6.4 Support the ongoing skills development of our employees.

# implementation & monitoring

To ensure that the strategies approved by the Board achieve the intended results, each academy, division and department prepares a local operational plan. These local plans facilitate the achievement of the JI's Strategic Plan

throughout the Institute. Local operational plans will include priorities that fit with the Institute's strategic directions, producing achievable results in the key action areas. Management teams will collate and review the plans to ensure consis-

tency, completeness and the complementary nature of the individual plans. All plans will be scrutinized to insure that there are no gaps in activity or intended outcomes among the key action areas, nor that any specific plans

lead to conflicting directions. Regular status reports will be presented to the Board. Major objectives will be reviewed annually, so that the Institute develops a regular planning, review and resource allocation cycle.