

**Justice Institute of B.C. Strategic
Plan, 1990-1991: Year One Results**

JL
JUSTICE
INSTITUTE
OF B.C.

Strategic Plan 1990 - 1991

YEAR ONE RESULTS

Related to the following strategic issues:

- | | |
|--|---|
| (A) Leadership | (H) Mission and Goals |
| (B) Finances | (I) Human Resources |
| (C) Marketing | (J) Students |
| (D) Policy and Operating Roles | (K) Corporate Image |
| (E) Integrated Resources and Activities | (L) Services to Clients |
| (F) Quality | (M) Research and Development Funds |
| (G) Physical Plant/Location | (N) Technology |

JIBC Strategic Plan Implementation

Strategic Issue (A) Leadership Goal (1) Provide a leadership role for justice and public safety training in British Columbia

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Develop a complete listing of all organizations providing justice and public safety training in B.C.	Jl Executive Committee	Complete a report to be updated yearly listing names, addresses, contact people and services provided by these organizations.	Pat Ross April Haddad	<ul style="list-style-type: none"> . Gather the information. . Compile into a report. . Test with Jl Executive Committee. . Circulate to interested groups. . Store a finished copy in Jl Resource Centre. 	To be completed by October 31/90.	Report completed, published and available through Jl Library.	<ul style="list-style-type: none"> . Circulate to interested groups by: <ul style="list-style-type: none"> i) providing complimentary copies ii) selling at cost in BC through Jl iii) selling through OLA Marketing . catalogue and store a finished copy in the Jl Library
Year 1 (b) Initiate an annual process to identify trends and issues in the justice and public safety fields.	Jl Executive Committee	Each member of the Jl Executive Committee will write a paper on the trends and issues that they feel will have the greatest impact on the education, training, and services they will be providing for their client groups.	J. Laverock T. Williams P. Crosby-Jones S. Meckbach P. Ross L. Goble	(COR) (EHS) (POL) (PEP) (ED) (Intro)	Each member to research his or her area over the summer and write up a paper that will be in a yearly Jl publication. Arrange to have a professional writer write the final document.	Papers to be completed by September 30/90. Document to be completed by October 31/90.	Papers completed but results raise questions as to the use of the information. Plan to use the information internally at this time. Recommendation coming out of this action is that we consider changing the focus from trends and issues to a Jl accomplishment paper.

JIBC Strategic Plan Implementation

Strategic Issue (A) Leadership Goal (2) Establish the JI Board's role in proactively promoting the goals of the Institute

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Commence an annual meeting of the Board with the Cabinet Sub-Committee on Social Policy.	Board	Board through Chairman and President to meet with the Minister of Advanced Education, Training and Technology, and request a meeting with the Cabinet Sub-Committee on Social Policy early in 1990.	Bob Stewart Larry Goble	Develop a presentation on the JI to present to the Cabinet Committee of Social Policy outlining who we are, what we do and what we are planning for the future. Coordinate the meeting through Duncan MacRae	March 31/90.	Chairman of Board and President made a presentation to the Cabinet Committee on Social Policy. Meeting on campus with Minister of Advanced Education, Training, and Technology. Minister of Solicitor General, and Minister of Municipal Affairs.	
Year 1 (b) Establish a Board public relations committee.	Board	Board appointed the JI Executive Committee to be responsible for developing and implementing an ongoing JI public relations program.	JI Executive Committee	<ul style="list-style-type: none"> Establish guidelines for media relations and for media coverage of JI events and activities. Develop standard JI format name and logo for all JI publicity programs and materials. Hire professional help as required to guide the activities of the committee. Produce a monthly newsletter to communicate what we do at the JI. 	Ongoing.	Board recommended JI Executive Committee take ongoing responsibility for this committee and call on them for support when required. JI Executive Committee contracts with John Lynn for specific p.r. projects. Projects successfully completed with EHS, Fire, and Educational Services.	

JIBC Strategic Plan Implementation

Strategic Issue (A) Leadership Goal (2) Establish the JI Board's role in proactively promoting the goals of the Institute

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (c) Establish a process to involve the Board in an annual review of the Strategic Plan.	President	<ul style="list-style-type: none"> Ensure that written documentation is available to the Board prior to the November/90 Board meeting outlining the results of all strategic actions listed for Year 1. Invite all JI Executive Committee members to the November/90 Board meeting to participate in the annual review of the Strategic Plan. 	Larry Goble, and people assigned to complete the individual strategic actions.	<p>Strategic action implementation forms will be completed on each strategic action listed.</p> <p>These will be compiled and circulated to Board members prior to the November/90 Board meeting.</p>	Forms to be completed by October 31/90. Mailed to Board members one week prior to Board meeting.	Annual Strategic Plan presentation made to the JI Board at the November meeting by the JI Executive Committee.	
Year 1 (d) Identify possible new sources of funding for the JIBC.	Board Executive Committee					A number of new funding sources have been approached during the year. Successful results to date include a number of new contracts, research grants and capital contributions.	

JIBC Strategic Plan Implementation

Strategic Issue (A) Leadership Goal (2) Establish the JI Board's role in proactively promoting the goals of the Institute

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (e) Identify new program opportunities.	Board Executive Committee					New program opportunities have been ongoing throughout the year. Examples include: Paediatric Advanced Life Support, First Responder Course, Clandestine Drug Lab Seminar, etc.	
Year 1 (f) Provide opportunities for Board members to be involved in JI activities.	Jl Executive Committee	At each Board meeting present a package of program opportunities available for Board members.	Larry Goble to coordinate Directors to identify and submit monthly reports.	To continually keep Board members aware of new opportunities and needs.	Ongoing.	Opportunities included graduation ceremonies, visiting classrooms, strategic planning, Christmas party, meetings and letters to government leaders regarding JI.	

JIBC Strategic Plan Implementation

Strategic Issue	(A) <u>Leadership</u>	Goal (3)	<u>Increase communication between the President and senior levels of government to further awareness and understanding of the Justice Institute</u>				
Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Establish a schedule and terms of reference to meet annually with the Minister responsible.	President	During 1990 calendar year and prior to October 31/90 meet with: <ul style="list-style-type: none"> . The Honourable Bruce Strachan, AET&T . Gary Mullins, AET&T . Duncan MacRae . Dennis Murray, SG . Jim Kempling . Val Pattee . Jim Graham . Keith Jackman . Ted Hughes, AG . Steve Rumsay . Don Rose . Kryslia Strawzinsky, DM, Chairman of Committee . Chris Lovelace, ADM Health . Fred Bates . Municipal Affairs . Kim McLeod, DM . Gary Harkness, ADM . Rick Dumala 	Larry Goble, in consultation with each Director.	Arrange for meeting with each individual list to review and discuss with them the present state of the JI and plans for future.	Complete by October 31/90.	Meetings completed with Min. of AET&T, Min. of Sol. Gen., Visits to JI by Min. of Mun. Affairs.	

JIBC Strategic Plan Implementation

Strategic Issue (A) Leadership Goal (3) Increase communication between the President and senior levels of government to further awareness and understanding of the Justice Institute

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (b) Commence inclusion at Policy Advisory Committee meetings of an Academy Director on a rotating basis.	President	Check with Chairman of PAC (Jim Kempling) and begin scheduling of one Director to each meeting.	Larry Goble	Agreed to by Chairman, schedule arranged with PAC members based on academy seniority within the JI (Police, Corrections, Fire, BHS, PEP).	Commence January, 1990. Ongoing.	In place and ongoing.	
Year 1 (c) Establish new communication links with senior ministry officials on JI programs, projects, and items of special interest.	President					Ongoing mailings to senior officials and politicians of JI News, Annual Report, invitations to special events. Recommend annual dinner meeting between JI Board and PAC.	

JIBC Strategic Plan Implementation

Strategic Issue	(A) <u>Leadership</u>	Goal	(4) <u>Promote the JI's corporate identity (internally & externally) through the Executive</u>				
Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Design a JI orientation process and materials for all new employees and secondees.	Jl Executive Committee	All JI staff and secondees will go through a newly formed Orientation program agreed to by the Executive Committee.	Pat Ross John Laverock	Pat Ross and John Laverock will design and produce a JI orientation package to be used by all academics/divisions when bringing on new staff. Orientation package to be approved by Executive Committee before implementation.	January 1/90.	Designed, completed and approved by JI Executive Committee. Now being implemented.	
Year 1 (b) Establish guidelines for media relations in terms of executive representation and media coverage of JI events and activities.	Jl Executive Committee	Executive Committee appointed by JI Board to be responsible for implementing media relations program. Executive Committee decided to work with John Lynn in identifying and initiating media coverage for JI programs and events.	Jl Executive Committee	Monthly contract with John Lynn to undertake media initiative with President/Directors. Target - at least one story per month (press kit, etc.)	Ongoing until March 31/90, then review for next fiscal year.	No specific guidelines but ongoing contracts given for media coverage for specific events identified by JI Executive Committee (contracts mainly with John Lynn).	
Year 1 (c) Develop a standard JI format name and logo for all JI materials.	Jl Executive Committee	Executive Committee agreed to work toward new standard JI letterhead, envelopes, business cards, newsletter format, cover design, etc.	Jl Executive Committee	John Lynn contracted to design and present a variety of these materials to the Executive Committee.	Ongoing. First stage to be completed by March 31/90.	Jl format in place for all JI materials and products. JI logo in limbo.	

JIBC Strategic Plan Implementation

Strategic Issue (B) Finances

Goal (1) Link the Justice Institute core budget to Academy/Division Budgets

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Initiate a system which involves the Academy Director, President and Bursar in establishing budgets and reviewing core funding needs with Academy clients.	Jl Executive Committee	The President and Bursar will arrange meetings with each Director to review each Academy budget as it affects core Jl budget.	Larry Goble and Dean Winram to meet with: Pat Ross P. Crosby-Jones J. Laverock T. Williams P. Smith S. Meckbach	To review 1990/91 budgets and 1991/92 budgets.	To be completed by December 31/90.	Plans are in place for President and Bursar to yearly review next year's budget and academic plan with: i) Academy Director; ii) Academy Director and client; and in addition: iii) Core funded Directors and Ministry of Advanced Education, Training and Technology Process now being implemented.	To meet with Ministry of Advanced Education, Training and Technology to discuss 1991/92 core grant.

JIBC Strategic Plan Implementation

Strategic Issue (B) Finances

Goal (2) Develop a long term Justice Institute financial plan

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Develop a comprehensive five year financial plan to be updated on an annual basis.	Jl Executive Committee	Develop a five year plan structure and a process to collect from each Academy/Division Director information from which a five year financial plan can be written.	Dean Winram	Burner will design forms to gather information required from all Directors. Meet with all Directors to review information and then write a five year financial plan from the information gathered.	Prior to 1990 Retreat.	<ul style="list-style-type: none"> General feeling is that this is not possible. Recommend action be changed to focus on financial trends, better use of dollars, and sharing resources between Academics/Divisions 	Discuss information at the 1990 Executive Committee Retreat. Share with Jl Board and PAC.

JIBC Strategic Plan Implementation

Strategic Issue (B) <u>Finances</u>		Goal (3) <u>Strengthen the Justice Institute overall financial base</u>					
Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Develop plans to increase core funding to meet all needs identified by the Executive Committee.	Bursar	Meet with Duncan MacRae to address this need and work toward a balanced core funding grant to meet all needs identified by JI Executive and Board.	Dean Winram Larry Goble		September 30/90 for 1991/92 budget submission.	<ul style="list-style-type: none"> For 1990/91 core budget, increase by 6.7%. First core budget increase in five years. \$80,000 capital funds granted, also first capital grant in five years. 	
Year 1 (b) Identify other sources of funds available to Academies/Divisions over and above major client contracts.	JI Executive Committee			<ul style="list-style-type: none"> Explore possible Federal Government funding sources. Explore variety of possible contract groups in government, private sector and community groups. Explore corporate sponsorship possibilities for specific program areas. 		<ul style="list-style-type: none"> Numerous program and service contracts undertaken during the year (listed in Annual Report). Three research grants given to JI outside organizations. Capital grant received from Law Foundation of B.C. for Library equipment. 	

JIBC Strategic Plan Implementation

Strategic Issue (B) <u>Finances</u>		Goal (4) <u>Demonstrate efficiency and cost effectiveness in delivery of program and services</u>					
Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Develop measures that fully indicate the level of work completed by Academies and Divisions.	Jl Executive Committee	Prepare report with recommendations.	Phil Crosby-Jones Paul Smith Sam Meckbach	Committee appointed by Jl Executive Committee to develop specific measures that will more fully identify activities completed by Academies/Divisions.	April 1/91.	During 1990 Executive Retreat a committee was struck and tasked to report back to Jl Executive by April 1/91 with the appropriate measure to be used in reporting on Jl 1990/91 activities.	
Year 1 (b) Identify and deliver additional programs and services that can be delivered more cost-effectively on an Institute-wide basis.	Jl Executive Committee	Identify three or four pilot programs to demonstrate institute-wide cost effectiveness.	Tony Williams Pat Ross Al Lund Pat Ross Marje Burdine	First Responder Course Driver Training Conflict Resolution Write up each program as it demonstrates the principle of cost effectiveness.	October 31/90.	Number of new cross-system programs have been developed and delivered, ie. First Responder Program, Fire Academy simulation exercises, Clandestine Drug Lab Seminar, etc.	Share results with Board and Policy Advisory Committee.

JIBC Strategic Plan Implementation

Strategic Issue	(C) <u>Marketing</u>	Goal (1)	<u>Develop a comprehensive marketing plan</u>				
Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (c) Incorporate profit and loss projections in the JI marketing plan.	Marketing Committee	Develop a profit and loss budget projection for 1990/91.	Pat Ross	As part of the OLA marketing contract develop a profit-loss plan.	September 30/90.	Profit and loss statements given on products sales by OLA twice a year. All other marketing initiatives are shown and controlled in JI budget statements.	
Year 1 (d) Investigate additional appropriate accreditation and articulation with programs of other post-secondary institutions.	Executive Committee	Pull together all of the efforts that are presently going into these programs and explore the possibilities.	Irwin DeVries Pat Ross Phil Crosby-Jones Tony Williams Marje Burdine Shelley Rivkin Sandra Rice	Project with OLA diploma program. Representative on: Articulation Committee Certificate Program (Police) Cdn. Medical Assoc. Accreditation Certificate Program (Con Res) Certificate Program (Child Sexual Abuse/Troubled Children) Certificate Program (Group Homes)	September 30/90.	Major initiatives undertaken this year include: i) Fire Academy "Fire Science Diploma Program with OLA"; ii) Membership on B.C. Council on Admissions and Transfers; iii) Police Academy Police Diploma Program.	
Year 1 (e) Continue to engage in partnerships with other organizations in pursuit of the Justice Institute mission.	JI Executive Committee	Write up all the examples of JI partnerships with other organizations.	Larry Goble to coordinate with Directors/Dean.	MVB, native Indian groups, INAC, Federal Government, RCMP, PMTI, Western Judicial Institute, etc.	September 30/90.	Over 100 partnerships, co-sponsor-ships, joint ventures entered into this year with outside organizations. Eg. OLA, SFU, U.Vic., B.C. Hydro, etc.	

JIBC Strategic Plan Implementation

Strategic Issue (D) Policy of Operational Roles Goal (1) Consolidate and publish the JI policy making process

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Develop procedures identifying how new policies and procedures are formulated through to the point where they are passed by the Board for implementation.	Jl Executive Committee	Develop a written paper outlining how new policies and procedures are formulated and eventually passed by the JI Board.	Larry Goble	Larry Goble to write up paper, share with Executive Committee and all JI staff and then JI Board.	January 31/90.	Written policy in place but requires ongoing communication with staff to ensure they are aware of existing policies and procedures and how new policies are developed. Also need to ensure Board is aware and involved in policy and procedure process.	Ensure that all present and future staff are aware of how new policies and procedures are formulated.
Year 1 (b) Establish a process for communicating policies and procedures to staff.	Jl Executive Committee					Policies and procedures communicated to staff through: <ul style="list-style-type: none"> i) existing policy and procedures manuals in each Academy/Division ii) part of new orientation program for new staff; iii) new policies circulated to all staff and printed in JI News. 	Have "How policy and procedures are formulated": <ul style="list-style-type: none"> i) distributed to all staff; ii) put in new staff orientation kits.

JIBC Strategic Plan Implementation

Strategic Issue	(D) <u>Policy of Operational Roles</u>	Goal (2)	<u>Establish Justice Institute committees with clear mandates and provide documentation of these mandates to appropriate groups or individuals</u>				
Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Review and/or develop written terms of reference for all current JI committees and task forces and communicate to all staff.	JI Executive Committee	Assign members of Executive Committee to collect or develop written terms of reference for all current JI committees and task forces.	Board-Dean PAC-Larry Exec. Cttee-Larry Prog. Dir.-Paul D. Marketing-Pat Media Advis.-Pat Lib. Advis.-Pat Admin.-Sabrina Rm. Book-Steve Fair Comp.-Jackie OHSC-Dean BCGEU-Robyn Info Sys.-Ross McL. Social-Linda Greening-Paul H. Excell.-Phil United Way-Sam	Each person assigned will collect or develop the information required and submit it to Sabrina. Sabrina will complete all information into a booklet format that will be printed and available for distribution.	by Dec. 31/90.	Presently being collected. Terms of reference for 18 committees to be completed by Dec. 31/90.	Distribute a copy to all JI employees and JI Board and PAC. Include a copy in orientation kit for all new employees.
Year 1 (b) Appoint new JI committees as required with written terms of reference.	JI Executive Committee	Whenever a new committee is appointed the Executive Committee will ensure that written terms of reference accompany the appointment to be included in the handbook.	Larry Goble responsible to see it is completed. Sabrina responsible for including it in handbook.	Member of JI Executive Committee along with first Chairman to be responsible for writing terms of reference.	Within three months of appointment.	Four new committees appointed during 1990: i) Program Directors Committee ii) Excellence Committee iii) Greening Committee iv) JI United Way Committee. Terms of reference included in package.	Include in handbook with all other committees, etc.

J I B C Strategic Plan Implementation

Strategic Issue (D) **Policy of Operational Roles** **Goal (2)** **Establish Justice Institute committees with clear mandates and provide documentation of these mandates to appropriate groups or individuals**

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (c) Identify and publish membership of JI staff on client and community related committees.	JI Executive Committee	Assign each Director the responsibility of listing all client or community related committees they or their staff are actively members of.	Corrections: John Laverock Police: Phil Crosby-Jones Fire: Paul Smith EHS: Tony Williams Courts: Chris Poole PEP: Sam Meckbach Ed. Svs.: Pat Ross Bursar: Dean Winram President: Larry Goble	Once gathered, to be submitted by each Director to President's Office for collation.	December 1/90.	Lists collected and available for circulation.	

JIBC Strategic Plan Implementation

Strategic Issue (E) Integrated Resources and Activities

Goal (1) Integrate JI programs where feasible

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Identify possibilities and develop integrated programs in addition to those already established.	Jl Executive Committee	Begin by listing all past and present integrated programs offered by the JI Academies/Divisions. Regularly brainstorm the possibility of initiating new integrated programs through Board, Executive Committee, Program Directors Committee.	Larry Goble Request pre-season brainstorming session be held three times a year.	Collect lists from all members of Executive Committee/Board/PAC. Request that pre-season brainstorming sessions be held three times a year by Executive Committee and Program Directors Committee.	September 30/90. Ongoing. Beginning Fall '90.	This action now ongoing agenda item on JI Executive Committee and PAC agendas. New integrated programs are constantly being explored.	
Year 1 (b) Promote JI successes with integration to senior levels of government, clients, prospective clients and JI.	Board JI Executive Committee	Based on information collected above, develop p.r. materials for circulation to appropriate individuals and groups.	Larry Goble	Circulate p.r. materials, write ups in JI News; place stories in media.	October 30/90.	The JI and JI successes are promoted through new JI video, new JI newsletter, new JI calendar (under production), speeches given to community groups, presentations at conferences and workshops. Special presentations to groups as requested. New JI/OLA marketing initiative across North America.	

JIBC Strategic Plan Implementation

Strategic Issue (E) Integrated Resources and Activities

Goal (1) Integrate JI programs where feasible

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (c) Develop mechanisms to assist with the sharing of materials and expertise between Academics and Divisions where integrated programs are not feasible.	Request that JI Program Directors take on this task as a regular agenda item at all their meetings.	Request that JI Program Directors Committee take on this task as a regular agenda item at all their meetings.	Paul Dampier for Program Directors Committee.	Identify materials and expertise available in JI: <ul style="list-style-type: none"> program development concepts; program delivery techniques; program materials and aids, equipment; novel budgeting approaches; staff skills and ideas; special supports available. 	October 30/90.	Major responsibility for this action has been taken on by the new JI Program Directors Committee.	

JIBC Strategic Plan Implementation

Strategic Issue (F) Quality

Goal (1) Encourage clients to develop job competencies as a basis for setting course training standards

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Assist clients in identifying job competencies.	Directors	Review with each Director to ensure this is in place for all Academy/Division programs.	John Laverock	Gather written information from each Director on how this is handled in his/her Academy/Division.	December 31/90.	This action is noted as being too vague. Further work in refocusing on how to accomplish this action is underway and will be included in Year Two actions.	Share information back with Board, PAC, Executive Committee, Program Directors Committee.

JIBC Strategic Plan Implementation

Strategic Issue (F) Quality

Goal (5) Strengthen the use of secondments and term appointments to ensure high credibility of instructional staff

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Establish a regular process for reviewing performance of instructional staff and identifying professional development needs.	Jl Executive Committee	Request a yearly report related to this goal.	Paul Dampier Reva Kalef	Paul Dampier to give priority status to this task. Support for him to be given by all members of Executive Committee.	October 30/90 and yearly thereafter.	<p>Process in place includes:</p> <ul style="list-style-type: none"> i) regular use of PF&R for all Jl staff; ii) ongoing instructional techniques and staff development support provided through Program Services Unit; iii) regular staff computer training courses offered through Information Systems Committee; iv) Jl staff development workshops now offered; v) staff sent to outside training events as required. <p>Ongoing performance review of instructional staff in classroom.</p>	

JIBC Strategic Plan Implementation

Strategic Issue (F) Quality

Goal (6) Establish a post-course evaluation process regarding the effectiveness of training

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Develop guidelines for an internal evaluation of training effectiveness.	Jl Executive Committee	Establish some type of process and structure that will enable the Jl to report on its overall training effectiveness.	Paul Dampier with the support and cooperation of Executive Committee and Program Directors Committee.	To be decided.	October 30/90 and yearly thereafter.	Nil	Will be picked up in Year Two.
Year 1 (b) Develop a data collection system to support post-course evaluation.	Jl Executive Committee	System to be established and implemented by Program Services on behalf of the Executive Committee.		To be established by Program Services.	October 30/90.	Nil	Will be picked up in Year Two.

JIBC Strategic Plan Implementation

Strategic Issue (G) <u>Physical Plant/Location</u>		Goal (1) <u>Establish a site and facilities plan for the Justice Institute</u>					
Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Determine, together with BCBC, the elements to be considered in a site and facilities study for the JI.	Board JI Executive Committee	Board to contract with BCBC to undertake: i) context analysis; ii) site option analysis; iii) concept design; iv) development of a specific site analysis.	Sandy Robertson to chair Board committee. Dean Winram - support staff.	Board to undertake each step with separate contracts.	October 30/90.	Reports completed.	Nil
Year 1 (b) Form a site and facilities committee comprised of Board and Executive Committee.	Board JI Executive Committee	Committee appointed by JI Board.	Sandy Robertson Chairman of committee) Bob Stewart Don Pamplin Peter Webster Larry Goble Dean Winram	Responsible for implementing an action plan to identify best site. Negotiate purchase of same contract and oversee all stages of facilities planning and building.	October 30/90. September 1/92.	Site identified. Not yet done.	 Need to obtain funds.
Year 1 (c) Develop detailed alternative strategies to bridge major gaps between current facilities and necessary facilities.	Board JI Executive Committee	Identify all gaps existing to support JI programs in the future between what exists at present JI site and what is required in a new site.	Dean Winram BCBC Ministry of Advanced Education, Training and Technology Cornerstone	Using contracted resources, develop with Board and Executive Committee facilities required for a new JI specific built building.	June 1/90.	Not yet done.	Move to Year Two.

JIBC Strategic Plan Implementation

Strategic Issue (H) Mission and Goals

Goal (1) Review/adjust goals to reflect the changing nature of the Justice Institute mandate, needs of the public and the need for the Justice Institute to accept new responsibilities

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Establish an annual process to review the mission statement and establish annual goals in relation to the strategic plan.	Jl Executive Committee	Ensure that this is done at the yearly Executive Committee Retreat.	Larry Goble	Make this the first agenda item on the agenda of the Retreat. Document the information and present to the following Board meeting: _____	October 4/90.	Discussed at Retreat, mission unchanged.	Annual goals to be reviewed at one-day strategic planning session for Executive Committee in January/91.
Year 1 (b) Establish an annual process for Board review and confirmation of the mission statement and the annual goals submitted by the Executive Committee.	President	Present results of Executive Committee to Jl Board.	Larry Goble	Document the information and present to the following Board meeting: _____	October 16/90.	Joint Board/Executive Meeting - November 20/90.	Repeat annually.

JIBC Strategic Plan Implementation

Strategic Issue (I) Human Resources **Goal (1) Ensure a high standard of staff performance through effective human resource management processes and practices**

Strategic Action	Group/Person Responsible	Decision and Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Review salaries and employees benefits for staff to ensure competitive hiring and retention.	JI Executive Committee	BCGEU classification review.	Dean and committee	Classification review and follow-up with all staff. Review to be completed	September 30/90.	BCGEU classification review completed	
		Fair Comparison review.	Dean and committee		October 31/90.		
		Review monthly personnel reports.	Dean Winram	Report to Executive Committee	October 31/90.	Monthly reports reviewed.	
Year 1 (b) Establish a comprehensive hiring process for Justice Institute staff positions.	JI Executive Committee	Develop a written process for approval by Executive Committee, input from Fair Comparison and BCGEU.	Dean Winram	Written presentation to JI Executive Committee.	October 31/90.	Yet to be done.	Yet to be done.
Year 1 (c) Reinforce the regular use of performance planning and review process to motivate staff.	JI Executive Committee	Executive Committee to review yearly staff of PP&R process and report through JI News.	Larry Goble	Place on Executive Committee agenda yearly during October.	October 31/90.	New position of Secretary to Bursar will assume responsibility for tracking.	
Year 1 (d) Establish a common term for secondments.	JI Executive Committee	Establish a committee to review JI secondment policy and report to JI Executive Committee and Board.	Dean Winram	Committee to review existing JI policy and present practices being followed by Academics. Prepare report with recommendation for JI Executive Committee and Board.	October 31/90.	Completed.	

JIBC Strategic Plan Implementation

Strategic Issue (I) Human Resources

Goal (1) Ensure a high standard of staff performance through effective human resource management processes and practices

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (e) Develop a process and criteria to recognize staff for achievements and exemplary performance.	Jl Executive Committee	Investigate possible ways other have gone about doing this and select a program that best suits the Jl. Invite people to share their program with Jl Executive Committee.	Paul Dampier and Program Directors.	<ul style="list-style-type: none"> Bring in specific people to Jl Executive Committee and make presentations. Collect other information. Make a recommendation to Jl Executive Committee. 	June 30/90. September 30/90. October 31/90.	Excellence Committee established.	Regular meetings of Excellence Committee.
Year 1 (f) Encourage staff involvement in professional development opportunities.	Jl Executive Committee	Gather information yearly on all professional development people have been involved with.	Paul Dampier (Fair Comp., BCGEU)	Develop a yearly report; recognize strengths and weaknesses for program needs and individual needs; make recommendations.	October __/90.	<ul style="list-style-type: none"> Part of PP&R process. Opportunities and funding for staff to attend external training. Development of Jl staff workshops 	
Year 1 (g) Provide and encourage Jl social events and activities.	Jl Executive Committee	Request Social Committee present quarterly reports to Jl Executive Committee with recommendations.	Social Committee	When reports are made, Jl Executive Committee provides as much support and encouragement possible to strengthen overall spirit and enthusiasm of Jl staff for social events and activities.	October 31/90	<ul style="list-style-type: none"> Restructure Social Committee. Mechanism established for regular reports to Executive from Committee Chair. 	

JIBC Strategic Plan Implementation

Strategic Issue (I) Human Resources Goal (1) Ensure a high standard of staff performance through effective human resource management processes and practices

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (h) Ensure good communication and consistent application of JI policies.	Ji Executive Committee	Ensure that policy manuals in each Academy are available to all staff.	Sabrina Tong	At least one article a year in Ji News on Ji Policy Manual. Encourage greater awareness through existing committees.	October 31/90	<ul style="list-style-type: none"> . Part of orientation program for new staff. . Part of PP&R process. . New policies in Ji News. . New policies circulated. 	

JIBC Strategic Plan Implementation

Strategic Issue (I) Human Resources

Goal (2) Ensure that all new employees are oriented to the Justice Institute

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Establish an orientation process for all new JI staff in terms of mission, goals, policies, organization structure, activities and key staff.	JI Executive Committee	Review existing materials and processes and develop a new up-to-date version.	Pat Ross John Laverock	Pat and John will develop a new JI orientation package and process and present it to the JI Executive Committee.	June 30/90.	Completed.	Implement for all new staff through JI personnel department and Academics/Divisions.

JIBC Strategic Plan Implementation

Strategic Issue (I) Human Resources Goal (4) Establish a consistent organization structure

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Review Academy and Division structures to develop a consistent model with minimal classification layers.	JI Executive Committee	President to develop a consistent model for presentation to JI Executive Committee.	Larry Goble	Written presentation to be presented to JI Executive Committee, Board and others as interested.	September 30/90.	Completed.	Organization chart for JI to be updated by January 1/91.
Year 1 (b) Complete the BCGEU classification review by the Joint Job Evaluation Committee.	JI Executive Committee	Committee to be appointed.	Dean Winram and appropriate representatives from BCGEU groupings.	Review all job descriptions with an outside consultant as required. Write and present a report to all JI Executive Committee and all staff involved. Follow up with all grievances resulting until successfully completed to everyone's satisfaction.	June 30/90. September 30/90.	Completed.	

JIBC Strategic Plan Implementation

Strategic Issue (J) Students Goal (1) Increase student interaction among Academics

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Establish class representatives (for courses of at least four weeks) and processes to involve the representatives in organizing recreational activities and obtaining feedback on Justice Institute facilities, programs and policies.	Jl Executive Committee	Bring together student representatives to explore ways of gaining more institute-wide student involvement.	Paul Dampier and Program Directors.	Call a dinner or lunch meeting with student representatives; explore with them possible ways to involve students in Ji activity evaluations, special events, awards, etc.	October 31/90.	Nil	Take forward to Year Two. Idea of luncheon with President.

JIBC Strategic Plan Implementation

Strategic Issue (J) Students Goal (2) Promote excellence through recognition of exemplary student performance

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Establish annual President's Award program to recognize students.	Jl Executive Committee	Establish a way to recognize one top student in each Academy/Division according to a set of yet-to-be established criteria.	Larry Goble with Executive Committee, Program Directors Committee and Excellence Committee.	Develop criteria for selecting top students.	October 30/90.	Concept not supported by Program Directors Committee.	Refer to Excellence Committee for further discussion.
Year 1 (b) Establish a top student award program for each Academy's recruit program where such programs are not currently in existence.	Directors	Each Director to establish a top student award program in each recruit program.	P. Crosby-Jones, Police; P. Smith, Fire; T. Williams, EHS; J. Laverock, Corrections; P. Ross, Courts; S. Meckbach, PEP.	.Presentation to be made at the end of each recruit program. .Yearly story on top students in the JI News' March issue.	Concept to be in place by October 30/90.	Concept not supported by Program Directors Committee.	Refer to Excellence Committee for further discussion.

JIBC Strategic Plan Implementation

Strategic Issue (J) Students Goal (3) Create and maintain a learning climate conducive to students' satisfaction and achievement

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Review room usage to support learning tasks.	Jl Executive Committee	Request Room Booking Committee report to Executive Committee on what changes are required in present room usage to better support learning tasks.	Room Booking Committee	.Identify specific changes required.	October 31/90.	.Purchased new portable. .Room set-up service organized.	
Year 1 (b) Determine requirements for additional audio visual equipment.	Media Advisory Committee	Request a report from the Media Advisory Committee.	Media Advisory Committee	Request Room Booking Committee identify specific audio visual equipment required on a must have basis, should have basis, and dream list basis.		.New portable equipped. .Surplus funds obtained to purchase a/v equipment.	
Year 1 (c) Review instructional techniques regularly to ensure a variety of techniques are used to stimulate learning.	Directors	Request Program Services identify in written form all instructional techniques presently being used.	Paul Dampier Reva Kalef	Submit a report at end of each fiscal year to Executive Committee and Program Directors Committee.	Review October 31/90.	.Reva Kalef's services continued to support instructors. .Program Directors identified series of workshops.	
Year 1 (d) Identify key factors for supporting student achievement when open learning methods are used.	Directors	Request Irwin DeVries and Derek White to write out the key factors required to support open learning.	Irwin DeVries Derek White	Share information with Executive Committee, Program Directors Committee, and Policy Advisory Committee.	October 31/90.	Nil	Move to Year Two.

JIBC Strategic Plan Implementation

Strategic Issue (K) Corporate Image

Goal (1) Establish presentation standards for all JI products, materials and publications

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Establish standards and review process for all JI products, materials and publications.	Jl Executive Committee	Contract with John Lynn to develop a new JI identity system for all JI products, materials and publications.	John Lynn Executive Committee	John Lynn to meet with Executive Committee on designing and gaining approval for new JI identity system.	September 30/90.	Standards set in conjunction with John Lynn; any new problems to go to Executive for Review.	

JIBC Strategic Plan Implementation

Strategic Issue (K) Corporate Image

Goal (2) Communicate successes and directions of the JI externally

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Identify options for improving corporate image.	Board JI Executive Committee	Request all existing JI committees identify options to improve JI corporate image.	Larry Goble JI Executive Committee	Gather suggestions from all groups and discuss with Executive Committee and Board.	October 31/90.	Move to Year Two.	.Update JI flag. .Produce JI booth.

JIBC Strategic Plan Implementation

Strategic Issue (L) Service to Clients

Goal (1) Communicate and reinforce instructional and non-instructional services to existing & potential client groups

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Provide regular information to current and potential client groups regarding Justice Institute services.	Jl Executive Committee	Develop a variety of quality visual materials to use in promoting the JI.	Executive Committee Board	Develop new image through: i) JI Orientation video ii) JI Newsletter iii) Resource Kit Material iv) Annual Report v) JI Brochure vi) Marketing Materials Share results widely with: .Policy Advisory Committee; .Government; .Colleges and institutes system; .Client groups; .Etc.	October 31/90.	.JI video .Nine regular issues of JI News .Annual Report .New JI Brochure.	.Expand mailing list for JI News and Annual Report. .Produce program calendar for JI.

J I B C Strategic Plan Implementation

Strategic Issue (L) Service to Clients

Goal (2) Promote Academies as the prime training resource for respective client groups

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Confirm and reinforce client group commitment to the Justice Institute as primary training resource by regular meetings with primary client contact and representative training committees.	Directors	.Regular reports to clients on contract and budget results. .Regular meetings between Directors and client committees. .Seasonal meetings with clients, Director, and JI President.	Directors Larry Goble	Ensure that all clients have opportunity to question; give feedback and hear about new services and resources available through JI. This to be done in written form and regular meetings.	Ongoing.	.Regular reports to clients. .Regular meetings between Directors and clients.	Meetings with individual clients, Directors, President and Bursar to be scheduled.

JIBC Strategic Plan Implementation

Strategic Issue (L) Service to Clients

Goal (3) Respond to client needs in relation to unsalaried recruit training

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Provide information to clients regarding unsalaried recruit training initiatives in other Academies and jurisdictions.	Directors	Continue to keep clients up to date on ways unsalaried recruit training can be done through Academies and other Divisions of JI.	Executive Committee	.President's Office to maintain file of all written proposals that have been developed to date. .Explore, more aggressively, options through Ministry of AET&T funding with Duncan MacRae. .Explore various ways of phasing in such programs through use of: distance education, on-the-job training; KNOW involvement, etc.	October 31/90.	Report completed.	To be determined.
Year 1 (b) Prepare reports and feasibility studies on unsalaried recruits as requested by clients.	Directors	Executive Committee requested P. Crosby-Jones to prepare a general paper.	Phil Crosby-Jones	Report to be received for further attention by Executive Committee.		None requested.	

JIBC Strategic Plan Implementation

Strategic Issue **(M) Research and Development** **Goal** **(1) Establish a research and development capability to anticipate and explore justice and public safety issues**

Strategic Action	Group/Person Assigned	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Establish terms of reference and goals for research and development activities.	Executive Committee	Assign responsibility for development terms of reference to be referred back to Executive Committee.	Tony Williams Pat Ross	Based on what exists now and possible needs in future, have a report completed identifying terms of reference and goals for research and development activities.	October 31/90.	Three areas involved in research projects this year: .Extension Programs; .EHS; .PTEC.	More actions in Year Two plan.

J I B C Strategic Plan Implementation

Strategic Issue	(N) Technology	Goal (1)	<u>Utilize technology in a proactive manner to improve efficiency and effectiveness of training</u>				
Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Investigate applications of technology in other training environments which have potential for improvement in Justice Institute activities.	Jl Executive Committee	Each Director to gather information and submit to President's Office. Each Committee concerned with subject to submit the same: .Info Systems Group.. .Media Advis. Cttee.. .Library Advis. Ctce.. .PTEC..... .Program Directors Cttee.....	Larry Goble to collect all information; gather for a report to Executive Committee. J. Laverock P. Dampier A. Haddad A. Lund P. Dampier	Information should include implications for training at Jl.		Individual committees have pursued specific initiatives.	
Year 1 (b) Develop proposals for pilot projects utilizing new technology.	Jl Executive Committee	Identify one or more pilot projects in each Academy.	Directors	Report back to Executive Committee by.....	October 31/90.	Nil	Move to Year Two.
Year 1 (c) Encourage clients to utilize Jl for computer training and training in use of specialized equipment.	Directors	Write up all present programs that are new or are being considered for Jl computer training.	All Directors	Examples: .EHS Defibrillation .Police CPIC .PEP Comm. System .Corr. Computer training.	October 31/90.	Designated computer training room established by Corrections.	

JIBC Strategic Plan Implementation

Strategic Issue (N) **Technology** Goal (2) **Develop internal information systems and communication systems using advanced technology to improve the efficiency and effectiveness of the Justice Institute's operation**

Strategic Action	Group/Person Responsible	Decision on Action Required	Group/Person Assigned	Specifics of Implementation	Time Frame for Completion	Results to Date	Further Action Required
Year 1 (a) Enhance the use of the Information Systems Group for information sharing, planning equipment needs, rationalizing future purchases and identifying and offering cross-system training for JI in use of advanced technologies.	JI Executive Committee	Assigned to Info Systems Group.	John Laverock Ross McIntyre	Regular meetings with information shared through the JI through minutes, articles in JI News, etc.		Completed.	
Year 1 (b) Develop a system plan to link all JI computers.	JI Executive Committee	Develop a cost for implementing a plan at present JI site and new site.	Info. Systems Group	John Laverock to work with outside firms to complete a plan		Plan completed. Implementation on hold.	
Year 1 (c) Review phone system needs and alternatives to answer these needs.	JI Executive Committee	Work with Academies to identify what type of phone system will suit JI needs.	Dean Winram Sabrina Tong Admin. Cttee.	Work with outside companies to establish needs; develop plan and implement to meet needs.	June 30/90.	Completed.	
Year 1 (d) Review print duplicating services and equipment.	JI Executive Committee	Assign a person or committee to do a needs-assessment on all JI dup. sys. and equip. and make written recommend. to Executive Committee.	Dean Winram Admin. Cttee.	Written report to be completed by.....	October 31/90.	Underway.	

