



IPMA-HR Long-Range Strategic Plan

Mission

- Enhance public sector performance by providing human resource leadership, advocacy, professional development, and a community of HR professionals for the sharing of resources and ideas.

Vision

- Be the leading organization for public sector human resources.

Strategic Goal #1 – Membership

Objective #1

- Increase membership by 1% annually and increase member involvement in IPMA-HR.
 - Target membership to federal, state, local governments as well as specialty groups.
 - Continue to analyze membership demographics for trends and to determine if those joining the association are newer HR professionals.
 - Develop an emerging leaders program to enhance the public HR profession.

Objective #2

- Enhance the partnership between the Association and the chapters and regions.
 - Establish strategies for developing and revitalizing chapters.
 - Improve communications between the Association, chapters, and regions.
 - Establish strategies for role clarity and support for the regional leadership.

Strategic Goal #2 – Research/Advocacy

Objective #3

- Conduct research, benchmarking, and surveys to identify best practices, successful projects/programs, and HR critical issues and utilize various strategies, including technology to communicate that information.

Objective #4

- Reinforce the association's position as the leading voice advocating for public HR professionals on federal public policy issues through enhanced communications.

Strategic Goal #3 – Professional Development/Certification

Objective #5

- Provide professional development opportunities for HR professionals at all stages of their careers including leadership development at all levels.

Objective #6

- Broaden the marketing of the certification program so that it is valued by the HR community.
 - Encourage public agencies to identify certification as a highly desirable credential in their job announcements.

Objective #7

- Identify, develop, and foster strategic international opportunities where the Association can partner for the delivery of professional development programs and certification.

Strategic Goal #4 – Assessment

Objective #8

- Expand, develop, validate, and market quality assessment products.

Strategic Goal #5 – Financial and Organizational Sustainability

Objective #9

- Increase the awareness and visibility of IPMA-HR utilizing various strategies including emerging and established social media channels.

Objective #10

- Ensure the Association's leadership, staff, committees, taskforces, and programs are diverse and provide IPMA-HR members with growth and leadership opportunities. Assess annually the value and any overlap among the IPMA-HR committees and taskforces.

Objective #11

- Maintain sufficient reserves to enable investments in new programs, products, and services, with an emphasis on net returns and increased relevance.

(Revised September 17, 2016)

Long-Range Strategic Plan Revised

At the September 17th meeting, the IPMA-HR Executive Council approved several changes to the Long-Range Strategic Plan that were recommended by the Long-Range Strategic Plan Taskforce. The Long-Range Strategic Plan includes the mission, vision, strategic goals on membership, research/advocacy, professional development/certification, assessment, and financial and organizational sustainability, and eleven objectives

Here is a summary of the changes, which are noted in bold:

Objective #1 (Membership) – A part of this objective focused on undertaking a demographic analysis of the membership and since this has occurred, it was changed to state:

- **Continue to analyze membership demographics for trends and** to determine if those joining the association are newer HR professionals.

Objective #2 (Membership) – This objective concerns the relationship between the association and its chapters and regions. The objective was modified to add the following:

- **Establish strategies for role clarity and support for the regional leadership.**

Objective #7 (Professional Development/Certification) - This objective addresses the association's international activities and had stated that the association should identify strategic international opportunities. The objective was modified as follows:

- Identify, **develop, and foster** strategic international opportunities where the Association can partner for the delivery of professional development programs and certification.

Objective #9 (Financial and Organizational Sustainability) – This objective focuses on increasing the awareness and visibility of the association. It was modified to state:

- Increase the awareness and visibility of IPMA-HR utilizing various strategies including **identifying emerging and established** social media **channels**.

Objective #10 (Financial and Organizational Sustainability) – This objective covers diversity and IPMA-HR committees/taskforces. The objective was modified to recommend that an assessment of the association's committees/taskforces should occur annually. The revised objective states:

- Ensure the Association's leadership, staff, committees, taskforces, and programs are diverse and provide IPMA-HR members with growth and leadership opportunities. Assess **annually** the value and any overlap among the IPMA-HR committees and taskforces.

The Long-Range Strategic Plan is available online at _____. For questions or additional information, please contact Neil Reichenberg, IPMA-HR executive director at nreichenberg@ipma-hr.org.