



STRATEGIC PLAN 2014-2019

I. VISION

Advancing the engineering and applied science technology profession
in Ontario, in Canada and world-wide

II. MISSION

OACETT is Ontario's independent certifying body for engineering and applied science technicians and technologists. The Association provides exceptional member certification, benefits and services. In so doing, OACETT meets the needs of its members, creates a visible and globally-recognized professional standard, and serves the public interest.

III. PLANNING CONTEXT

OACETT displays success and strength as an association – a financially sound organization led by over 350 volunteers representing more than 24,000 members employed in over 6,000 organizations. The designations provided through the Association are recognized and valued by business, industry and the public sector. Productive strategic relationships with government, other associations, colleges and industry acknowledge OACETT’s leadership in the engineering and applied science technology profession. These achievements over the decades demonstrate OACETT’s important role in responding to and representing their members’ profession.

OACETT’s Council and Senior Staff are committed to building on that success by enhancing and growing the Association. Through the strategic planning process, several significant trends and issues have been identified. Both local and global, with some specific to the profession, they signal changes and opportunities on OACETT’s horizon.

<i>Trends and Issues</i>	<i>Implications</i>
<p>Global pressures on Canadian industry</p> <ul style="list-style-type: none"> ▪ Persistent focus on innovation and innovation lag in Canadian business and industry ▪ Ongoing emphasis on the need for continuous learning / work-integrated learning within the labour force ▪ Shifts in world economic power / influence (e.g., BRICS nations) ▪ Impact of temporary foreign workers and broader immigration policy shifts ▪ Decline in Ontario’s economic strength with a shift of Canada’s economic focus to the West 	<ol style="list-style-type: none"> 1. Continued focus on Canada’s ability to be globally competitive, especially regarding human capital 2. Growing need to address national and international labour market mobility 3. Increased use of international workers
<p>‘Fluid’ professional environment</p> <ul style="list-style-type: none"> ▪ Continuing pressure to define and clarify work done by technicians and technologists relative to that traditionally done by engineers ▪ Emergence of national and global influences re: professional certification (both within our professions and beyond) ▪ Increased presence of third-party and/or independent certification 	<ol style="list-style-type: none"> 4. Consider evolving profession and professional roles/relationships 5. Recognize impact on certification from an increasingly ‘crowded field’ and the need to establish OACETT credentials as valuable qualifications 6. Differentiate value of certification
<p>Changing members’ needs and expectations</p> <ul style="list-style-type: none"> ▪ Continued impact of e-learning as a source of credentials and professional development ▪ Rise of social media and its increasing importance in member communication and information dissemination ▪ Increasing need among the membership for non-technical training and development ▪ Demographic shifts (aging population; ethnic/cultural diversity), in terms of both the general population and association membership 	<ol style="list-style-type: none"> 7. Enhance understanding of members’ needs and expectations 8. Increasing pressure for responsiveness and adaptability in member programs and services

These trends and issues create circumstances over which the Association has little direct control. However, by identifying them and considering their potential effects, OACETT has laid the groundwork to mitigate the susceptibility to decline that some long-standing organizations face when confronted with unforeseen impacts.

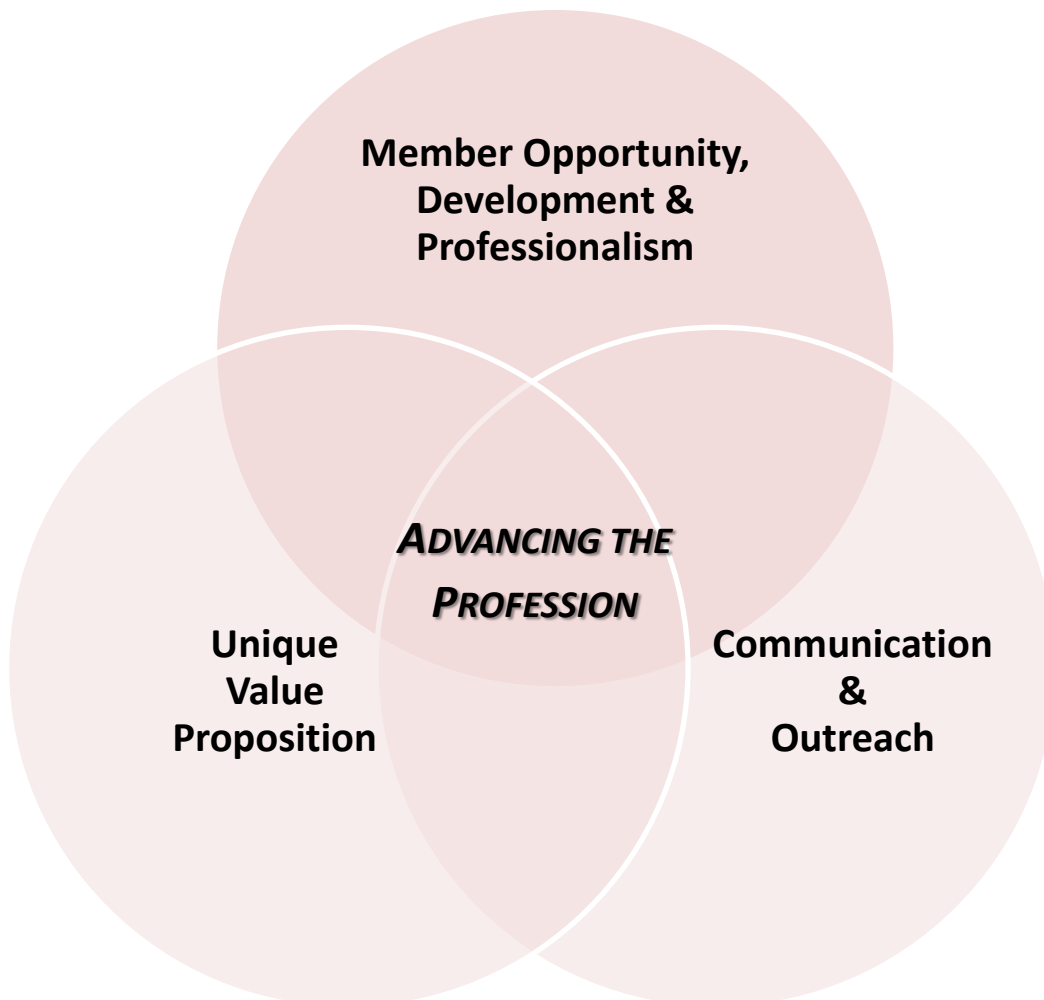
The Association has used its understanding of the external environment, coupled with an assessment of Association strengths and vulnerabilities, to cultivate a responsive, proactive mindset among the volunteer and administrative leadership. This, in turn, has contributed to the core content of Strategic Plan 2014-2019. In fact, the implications cited in the preceding chart are the drivers of the plan's Strategic Priorities and Action Objectives.

Through the strategic planning process, the Association has enhanced its capacity for strategic thinking – a capacity that will facilitate its ability to build on past success to ensure ongoing progress for OACETT and those it serves.

IV. STRATEGIC PRIORITIES

The core of OACETT's purpose is, through registration and certification processes, to grant membership to those who meet the standards of the Association. Beyond the symbolic importance of a level of professional achievement, designations granted by OACETT hold value for members only in as much as the designations are known, understood and valued by key stakeholders (e.g., employers, government ministries and agencies) and, thus, bring some benefit to those holding the designations.

This logic model has been coupled with several of the trends already cited (regarding continuous learning and professional development) as the impetus for the strategic direction and priorities in Strategic Plan 2014-2019. Specifically, as OACETT looks ahead over the next 5 years and beyond, the Association recognizes that key stakeholders not only need to be aware of and value *what* OACETT does but also develop a greater understanding of *why* certification and professional development add value to those individuals who achieve them and ... perhaps more importantly ... to the industries and organizations in which they work.



V. ACTION OBJECTIVES

Strategic Priority: Unique Value Proposition

OACETT's certification and accreditation processes, when coupled with the Association's dedication to excellence and relevancy, are the foundation for its unique value proposition within the engineering and applied science technology profession. Clear positioning of the association based on its commitment to advancing the profession must be a priority.

Action Objectives

1. Create a distinctive profile for the Association to convey OACETT's purpose, relevance and the value of certification amongst industry, academia, government and the public
2. Maintain excellent certification processes, along with continued efforts to increase the overall proportion of certified members
3. Use accreditation to expand the reach of the association and add value to the membership and the profession
4. Continue and strengthen OACETT's national and international focus and partnerships with other associations, educational institutions and industry

Strategic Priority: Communication & Outreach

OACETT must have a thorough and considered approach to developing partnerships and relationships. In addition, OACETT requires a comprehensive communication plan to reach target audiences using a variety of methods and channels. This set of action objectives should also be executed in a way that supports the other strategic priorities in this Strategic Plan.

Action Objectives

5. Build on current interactions with industry leaders and employers to advance the value of OACETT’s certifications and the benefits of OACETT membership
6. Work with colleges to:
 - a. increase access to students for membership purposes,
 - b. expand accreditation engagement, and
 - c. help align their programs with professional requirements
7. Target government relations activities in support of OACETT’s “qualified persons” priority and other relevant strategic and operational objectives
8. Develop and use new media to expand the reach and impact of Association communications

Strategic Priority: Member Opportunities, Development & Professionalism

An active, engaged, certified membership base is key to OACETT's success. Focusing specific action objectives on member recruitment, retention, member services and professional development is critical to the association's long-term growth, reputation, and value.

Action Objectives

9. Expand OACETT's member base via regular, ongoing recruitment efforts, alone and in collaboration with colleges and employers, and through the provision of new types of membership opportunities
10. Sustain OACETT's existing member base using retention practices based on members' needs assessment
11. Enrich and increase members' professional development opportunities through collaboration with industry, education and other associations