WHS Strategic Plan 2006 -2011 Updates

Taking into account the recent budget constraints, WHS objectives have been reviewed and completion targets have been adjusted to better align with organizational capabilities. As a result of the August 29th WHS Strategic Plan Session the updates to the 2006-2011 Plan are provided for your information below.

A.1: By 15 Dec 2006, we will develop and implement succession plans for key leadership positions

Champion: APSD
Measures of success:

- A Succession Plan published
- Plan implemented in accordance with established milestones
- Qualified successor roadmap

B.1. By 30 Nov 2006, we will implement a customer service training program to ensure that all employees understand WHS customer service expectations and the essential elements of quality customer care

Champion: HRD

Measures of success:

- Define WHS customer service expectations
- An ongoing customer service training program is in place

- 90% of our employees are trained in customer service
- All employees have a customer service element as a performance standard
- Recognize employees for superior customer service

B.2: We will establish a WHS Customer Assistance Center to track, measure and improve customer service delivery

Champion: ITMD
Measures of Success:
- IOC DFD 1 Jan 2008
- FOC DFD FMD HRD 1 Jan 2009
- FOC WHS April 2010
- Improved customer satisfaction

B.3: By 1 March 07, we will provide a single customer service representative responsible for managing the delivery of cross functional services requiring the participation of multiple organizations/disciplines that fulfill customer needs

Champion: ITMD

Measures of success:
- Identify cross functional processes or services
- Identify business rules for selecting process owner
- Identify and document business rules for delivery
- Codify process owner responsibilities
- Verify business rules used and results achieved
- Integrated services reported at quarterly performance review
- Customer service representatives identified

B.4. By April 2008, we will develop and implement a system of customer satisfaction measures

Champion: P&ED

Measures of success:
- Prototype complete 30 June 2007
- Point of service collection mechanism incorporated in 311 IOC, 1 Jan 2008, FOC April 2010
- Aggregated customer satisfaction data
- Data provided to Quarterly Management Review May 2008

B.5: By 1 Jan 2009, we will review and improve all business and service delivery processes using a standard approach to process improvement and flowcharting

Champion: DFD

Measure of Success:
- Adoption of a standard by
- Processes flowcharted
- Processes reviewed
- Incorporation into the Customer Assistance Center
- Improved process performance

C.1: By 30 Sep 09, we will plan for and execute the dispersal of selected functions to enhance continuity of operations, improve mission performance, and maximize recruitment and retention of the workforce

Champion: APSD

Measure of success:

- Applicability criteria developed by 1 May 2006
- Functions for dispersal identified
- Plan developed

E.1: By 30 Nov 2006, we will establish a strategic workforce planning process that identifies skill sets needed for the future and how to acquire, develop and retain those skills while promoting diversity

Champion: HRD

Measures of success:
- Strategic Workforce Plan published
- Intern & recruitment programs in place to hire personnel possessing our needed skills
- WHS career development program is implemented
- Workforce trends show that skill gaps closed, quality hires made and increases in diversity
- Plan projects future skill needs determined by leadership