***ADRIA* OPERATIONAL PLAN FOR 2013 – 2014**

DRAFT April 1, 2013

OUR VISION:

ADRIA is the strongest and most vibrant Appropriate Dispute Resolution membership organization in Canada - recognized for advancing excellence in the profession and it's professionals.

OUR MISSION:

We serve our members by providing leadership in appropriate dispute resolution in the areas of Negotiation, Mediation, and Arbitration and addressing harm through processes like Restorative Justice. ***We do this through:***

1. Maintaining accreditation standards and designation for the Appropriate Dispute Resolution profession
2. Excellence in Appropriate Dispute Resolution training and education
3. Promoting the ethical use of Appropriate Dispute Resolution processes
4. Supporting the viable practice of Appropriate Dispute Resolution in Alberta
5. Exemplifying healthy dispute resolution principles

OUR VALUES: The guiding principles of ADRIA are based on innovation, creativity, change, and added value in conflict resolution:

Excellence: We challenge ourselves to deliver the highest quality programs and services. We stay abreast of new ideas and developments and seek out changes and innovations that help us continuously raise the bar in everything we do.

Uncompromising Ethics We treat others with honesty, openness, fairness and respect in every situation.

Collaboration: We value different views and ideas and believe that by working effectively together and with others we can reach our goals. We embrace the opportunity to explore mutual interests and new relationships. We welcome opportunities to leverage our resources through partnering.

Accountability: We steward our resources with diligence and care. We honour the commitments we make to others.

Leadership: We will promote new and important directions and opportunities for our profession and our organization, even though the path may be difficult. We recognize it is only through trying new ideas and learning from our failures that we can grow and move forward.

The Following outlines the Plan to operationalize the Key strategies and Targets set in the Strategic Plan

Strategic Direction #1: ***ENHANCED AWARENESS, REPUTATION OF & ACCESS TO APPROPRIATE DISPUTE RESOLUTION SERVICES***

Key Strategies	ACTIONS 2013	TIMELINE (*only some guesses-ideas)*	RESPONSIBLE	BUDGET -Resources
a. **Forge strategic partnerships with government, courts, schools, businesses and other associations to support ADRIA members in working, teaching and coaching in the ADR field** **Success Indicator\Target:** 2 new partnerships (Example Municipalities) in each of 2013, 2014 and 2015	• **Co-create online & in-class curriculum with partners** ○ Curriculum Design (with/without a task force for individual courses)	(PHBIA) – Spring 2013 (AB Health) – Fall 2013 (AAMS) ADR110 – Winter 2013	Prof. Devel. Coord.	PHBIA AB Health Cost: Adobe Connect fee (annual) – Revenue: revenue sharing with AAMS
	• **Develop (Rural) Community Mediation program** in collaboration with Rural Task Force ~~to~~ and present to municipalities	~~Feasibility Study~~Research ~~Strategy~~ Strategies April – June Plan Developed and presented to Rural Task Force (for input/revision): July - Sept Announce at AUMA Conference **(Nov 20-22, 2013)**	Member Services Coordinator	Cost: Meeting w/task force Administration cost (1-800 number, rural coordinators, mediator honorarium?, etc.) Revenue: Municipalities participate on annual cost sharing basis
	• **Develop and Promote PADR (Preliminary ADR meeting) services** targeting the following areas: ○ Energy (Oil, Gas, Utilities) ○ Queens Bench (SAMs) ○ Workplaces (+1000 EEs, Unions) ○ Municipal (urban/rural	• Coordinate a Feasibility Study for PADRs (Jul-Aug) • Research and develop a process framework\plan suitable to market PADR's (Sept) • Implement PADRs as part of ADRIA's Outsourcing program	Member Services Coordinator	Cost: Advertising Outsourcing ADRIA services (to target specific industries/areas) Creating a Roster of PADR experts Revenue: Could be participation

	planning, infrastructure, watershed) ○ Environmental impact			in Rosters or could be Partnership Agreements with each organization
b. Increase the VALUE of ADRIA membership to mainstream and high profile practitioners in the field **Success Indicator\Target** Increase the # of ADRIA members by 17% in 2013.	**Attend 5 Conferences/host ADRIA Info booths** – target: ○ HRIA- April 17-18 2013 (2014?) ○ AUMA - Nov 20-22 2013 ○ ~~ICF- ???????~~ Intl. Coaching Federation and Intl. Facilitators' Association Conferences ○ Admin.Justice Conference? ○ Restorative Justice Conf ?? ○ Others (stakeholders that could benefit from our Rosters, Designations, Group Workshops in conflict resolution)	○ Target Conferences and connect with organizers (April-June) ○ Create partnership agreement (advertising and preferred member rates...) ○ Create ADRIA promotional materials April – June)	Member Services Coordinator	Target: Promote Designations (and thereby membership and profess. develop.) Cost: Advertising material Conference Table display Cost-sharing (reciprocal arrangement between ADRIA and conference organizer) Revenue: percentage of registration fee for every ADRIA mbr. registering
	ADRIA ~~(who???)~~ instructor or members-at-large to present at 2 ADR related Conferences (Fall 2013??) Find appropriate speaker(s) and	~~??????????~~Invite ADRIA members with a designation (CMed or Carb) with expertise in specialty areas to make presentations on behalf of ADRIA (receive credit points for Prof.Devel. for their designations)	Profess.Develop. Coordinator	Task: Exposure of ADRIA expertise Cost: Travel/Accomm.

	conferences to enhance ADRIA visibility	and/or Expect ED or Coordinators to present at least at one conference a year		For presenter Benefit: Presenter receives credits And promotes ADRIA Designations and Prof. Devel. opportunities
	Explore collaboration with "like" conferences (2014???) ○ People-to-People Conference (Sept 30-Oct 1 2013) ○ AB Family Mediation May 1-2 2013	Note- Both conferences are well in the planning and promotion stages – what can we do in 2013 to support collaboration in 2014? Coordinate joint conferences (advertising, cost/revenue sharing) Provide advertising to our members in return for a percentage of registrations from ADRIA members	Member Services Coordinator	Registration fees for ADRIA rep to attend conference 2013? (in future, reciprocal) Sponsorship $$ -??? – reciprocal through advertising
c. Develop and implement a roster development plan with defined deliverables Success indicator\target ADRIA administers 4 rosters by end of 2013	**Develop and implement a strategy to increase ADRIA mediation\arbitration roster administration services** . (Build on success with CAMVAP and the Edmonton Better Business Bureau)	○ Review effectiveness of current rosters (April –May) ○ Refine roster program and procedures (Model Framework) and ADRIA service administration plan – including resource requirements\cost-benefit analysis (April – May?) ○ Target\explore groups (professions and occupations) for roster service delivery and	Designations and Accreditation Coordinator	Cost: Advertising and selecting roster members Maintenance of rosters (annual reviews, prof. devel. Requirements, insurance, etc.)

		develop a marketing approach\materials (May -June) ○ Develop and sign agreements with clients (Sept - December?)		Benefit : Sustainable revenue streams
	Create ~~a~~ Rosters for ADRIA Instructors, and for Coaches, **Independent Assessors** **Practicum Advisors**	○ Form a working committee (follow new ADRIC guidelines) (April) ?? ○ Develop a roster program(qualifications, selection process, etc) ○ Share with inst\s coaches for input ○ Finalize and implement (September)	Professional Development Coordinator	Cost: Committee and instructor/coaches' expenses Benefits: Increased revenue from contracts for instructors in other provinces
d. Strengthen our partnerships with ADRIC and other ADR organizations to promote the practice of ADR **Success Indicator\Target:** 2013 – at least 1 initiative with ADRIC, and 1 with AAMS plus 2 others	**ADRIC** – collaborate on Accreditation of programs and instructors Enhance information flow and strategic use of AB representatives on ADRIC Board Send ADRIA representatives to ADRIC annual Conference	~~Develop and propose~~Pursue an Accreditation partnering plan with ADRIC (September) Create an Accreditation Committee Develop and implement an information exchange process between ADRIA Board and AB members of ADRIC Board -(April – June?) Prepare regional rep. for ADRIC and provide list of ADRIA activities	Designations and Accreditation Coordinator Board of Directors\ED? yes	Cost: Annual Retreat for Instructors & Coaches (Prof. Devel. Included) ADRIC Conference attendance Benefit: Revenue from ADR programs seeking annual accreditation

				Accrediation revenue from Instructors and Coaches
	Approach ADRIC to explore a strategy to Promote Designations	Steps and timing????? ADRIA Board rep on ADRIC Board and D&A Coordinator approach ADRIC with a plan to create a NEW designation (Q.Neg. and C.Neg.) Create joint task force to develop new designation Decide on BIG campaign across Canada by involving all regional offices (cost-sharing?)	Designations and Accreditation (D&A) Coordinator	Shared advertising and promotion
	AAMS - Further development of partnering with AAMS to deliver ADR introductory course (ADR 110) - Explore a partnership with PMAST to promote ADR in AB school systems (peer mediation, etc.)	ADR 110 partnering plan developed by September 2013 Partner with PMAST (Peer Mediation and Skills Training) to grow a joint presence by: Begin discussions on school initiatives with a rough plan and possible cost arrangements developed (by Dec 2013?) (Target for implementation in 2014?) yes	Professional Development Coordinator	Cost: (as stated above – annual fee for Adobe Connect webinar of ADR110) Benefit: Expansion of audiences across Alberta & beyond

Strategic Direction # 2- ***STRENGTHEN OUR PROFESSION***

Strategies	ACTIONS 2013	TIMELINE	RESPONSIBLE	Budget -Resources
a. **Continue to work with ADRIC to support development & delivery of National Mediation and Arbitration education Programs** for entry into the profession **Success indicator\Target** Complete current initiatives\ contracts with ADRIC in 2013. At least 1 new initiative completed in 2014	Complete current contracts for curriculum for: - Gold Strd. Mediation and - Gold Strd. Arbitration Complete Train-the-Trainer program for Gold Strd. Mediation and Gold Strd. Arbitration programs	Oversee National programs and administrate regional task completion for Nat. programs Bring project to completion April 2013 Offer Train-the-Trainer program by Fall 2013	Professional Development Coordinator	Cost: Design and Development, Review Process Revenue: Same as above
	Pursue a **new** Qualified Negotiator and Chartered Negotiator designation & program development with ADRIC	○ Preliminary discussions with ADRIC ~~???(April – May)~~June (or next ADRIC Board mtg) ○ Propose criteria for Q.Neg. and C.Neg. to ADRIC Board of Directors	Designations and Accreditation Coordinator	Cost: Design and Development, Review Process Revenue: Same as above
b. **Develop Partnerships with universities and colleges to integrate ADRIA accredited Appropriate Dispute Resolution**	**Concordia University** - Pursue academic credits for Certificate program in Conflict Leadership	Steps and Timing? (18-24 mos.) Develop presentation to Concord. University Curriculum Committee	Professional Development Coordinator	Cost: Application Fees?

Strategies	ACTIONS 2013	TIMELINE	RESPONSIBLE	Budget -Resources
courses into their Certificate and Degree programs. **Success indicator\Target** 1 Partnership in place in 2013 and 1 in 2014	Provide curriculum assistance for government accreditation	(next meeting - Spring 2014?) Prepare application documents: Comply with Government regulations for academic approval of Certificate programs in Mediation and Arbitration (Sept-Dec)		Benefits: Increased access to Certificate programs in ADR Increased Membership
	Red Deer College (RDC) ○ Partnership agreement for course delivery ○ Start to pursue academic credits (same as above)	Courses advertised and delivered at RDC Cont. Educ. – Fall 2013 RDC Curriculum Committee presentation re: Academic Credits at next Curricul. Committee meeting in the Spring of 2014 (takes 18-24 mos.) - Same as above -	Professional Development Coordinator	
	Athabasca University	Continue to pursue online opportunity for Certificate Program (2014) Explore various online delivery modes (Sept – Oct)	Professional Development Coordinator	Online Course Design expertise IT Expert advice
c.	**Mt. Royal University**	Establish contact with Cont. Educ. and explore delivery of	Professional Development	

Strategies	ACTIONS 2013	TIMELINE	RESPONSIBLE	Budget -Resources
		Arbitration program (June)	Coordinator	
d.	**MacEwan University**	Establish contact with Cont. Educ. and explore delivery of Certificate programs (June)	Professional Development Coordinator	
e. **Increase partnerships with professional and industry associations to create and accredit ADR courses for their Certification programs that will lead to Q.Med designations** **Success indicator\Target** 2 courses accredited in 2013 (homebuilders and HRIA) and at least 1 more partnership in 2014	**PHBI Comm.& Neg.** Blended-learning program (as part of the 3-year Diploma for Professional Homebuilders)	Start to deliver CN prgr.- Fall 2013 Partnership agreement for Instructors completed	Professional Development Coordinator	Reciprocal advertising and promotion
	HRIA Certificate Task Force in progress: review of current and design of new HR Certificate program	Complete design and start to deliver HR prgr.(~~Timing??)~~June Promote at HR Conference introduce path to Q.Med (~~Timing~~April 2013?)	Professional Developoment Coordinator	Presence at HR Conference Advertising materials
	Canadian Association of Petroleum Landmen	I went to http://www.landman.ca/course_details.php?id=604\ Erika is the target accreditation of their courses???? YES AND DESIGNATIONS; also expanding of education - checking if they are interested in the full Certificate in Negotiation once it is available	Designations and Accreditation Coordinator And Professional Devel. Coordinator	http://www.landman.ca/course_details.php?id=604\ Revenue through Accrediation of courses Introduction of new Designations in Negotiation

Strategies	ACTIONS 2013	TIMELINE	RESPONSIBLE	Budget -Resources
f. **Promote the Value of ADRIC designations with organizations and the public who access ADR services** Success indicator\Target Increase the # of coaches\instructors with designations in 2013 (100%)	During 2013 make designations a requirement for coaches (QMed) and instructors (C Arb\CMed) to be on the ADRIA roster	Communicate requirement and deadline to instructors coaches ~~(by ???)~~next application deadline (Sept?) Monitor progress and send our congratulatory letters	Designations and Accreditation Coordinator	

Strategic Direction # 3: INCREASE THE NUMBER OF ADRIA MEMBERS ACROSS ALBERTA

Success Indicator\Target: Increase ADRIA membership by 17% At least 1 group targeted and a strategy implemented for Q-Med in 2013 and Q-Arb in 2014

Strategies	ACTIONS 2013	TIMELINE	RESPONSIBLE	BUDGET -Resources
a. **Increase access and value of designations to targeted groups to build membership (See # 1a - 2a & c)** Success indicator\Target At least 1 group targeted and a	o Develop and implement a strategy for promotion of designations within the HR community in collaboration with HRIA	ADRIA booth at April 2013 HRIA Conference Marketing strategy for new HR Certificate ~~(timing~~Fall 2013?) Partnership / education contract with HRIA	Professional Development Coordinator and Designations and Accreditation Coordinator	Advertising in HR Magazine(s)

Strategies	ACTIONS 2013	TIMELINE	RESPONSIBLE	BUDGET -Resources
strategy implement for Q-Med in 2013 and Q-Arb in 2014	○ Develop an approach and contact the following: ○ Legal Community ○ Social Workers ○ Psychologists ○ Landmen	Research and confirm potential targets and develop an approach (Sept 2013?) Implement approach (Nov-Dec 2013?)	Designations and Accreditation Coordinator	Presentations and advertising materials
	Increase in number of students attending courses in Southern Alberta in 2013.	Extend Certificate in Conflict Leadership to Lethbridge College and/or University (Spring 2014) Establish classroom and office in Calgary (Fall 2013) Moving classroom equipment to Calgary	Professional Development Coordinator	Table/Presentation at Job Fair at University/College Moving expenses: IT installation (LCD projector, pc) Office (telephone, internet, furniture)

Strategies	ACTIONS 2013	TIMELINE	RESPONSIBLE	BUDGET -Resources
	Create Campus ADR Centers in Colleges: o Concordia o Red Deer College, o Lethbridge University/ Community College	Design a Campus ADR Centre concept (based on available literature and feedback from existing centers): o Organize meetings with campuses o Prepare a proposal and delivery plan; (July-Aug) o Prioirize institutions for contact (Sept): Red Deer, Concordia o Make contact with each institution (Sept-Dec) – create Task Force?	Professional Development Coordinator And Designations and Accreditation Coordinator	Provide opportunity for ADR students to practice mediation
	Increase designations by making a proposals to use Q. and C.Med's to Alberta Justice	Offer value-added guidance to Alberta Justice in redesigning court mediation programs Participate in stakeholder input process (Fall 2013)	Designations and Accreditation Coordinator	

Strategic Direction #4: ***STRENGTHEN THE LONG TERM SUSTAINABILITY OF ADRIA AS AN ORGANIZATION***

Strategies	ACTIONS 2013	TIMELINE	RESPONSIBLE	BUDGET -Resources

a. Develop and implement a mid- to long-term revenue stream strategy and targets for ADRIA founded upon 1-3 above Success indicator\Targets **Line of credit paid off on schedule- 2013** **A reserve is created in 2014 to cover operating (hard) costs** **Membership revenues (non- Education) cover operating costs (2015)?**	- Monthly budget-to-actual expenditure/revenue consolidation with bookkeeper - 50% of budgeted revenue is allocated to loan repayment on top of regular payment schedule and the other 50% is allocated to reserves ○ Establish a GIC for reserves	Budget approved with loan payment strategy (April) Every 3 months compare actual and budget figures; use 50% for loan pmt. Transfer the other 50% to GIC (or portion thereof)	ED Bookkeeper Input from Member Services-, Prof. Develop.- and Designations & Accreditations Coordinators	
b. Develop and implement an effective mid-term organizational structure and human resources plan that aligns with 1-3 above Success indicator\Targets A structure for operational leadership is implemented in 2013	A structure for operational leadership is developed and implemented in 2013 ○ Strategic plan is updated ○ ED succession plan and ADRIA staffing structure completed and implemented ○ Operational Plan and Budget is developed, approved and implemented Strategy for ADRIA offices (Edmonton and Calgary) is developed and implemented	Finalized at Board meeting April 2013 Implemented and progress reports reviewed at every Board meeting thereafter Professional Development Coordinator to locate in Calgary (Sept 2013) Programming in Calgary: - practice sessions (April) - lunch presentations	ED's\ Executive Committee yes	(Erika the draft Staffing document covers off the possible new org structure) YES, and CALGARY needs attention in that a classroom and office space (staffing) is currently under consideration; Part-time Intern is available for admin.