



National Association
of Federal Retirees

Association nationale
des retraités fédéraux

NATIONAL OPERATIONAL PLAN

(Oct. 31, 2019 version)

Year 1: July – December 2019

Year 2: 2020

Over the course of the Strategic Plan, or Year 3 and beyond

Goal 1: We will advocate in the best interest of our members and seek to be recognized as a respected national voice supporting secure, healthy and dignified retirement for federal retirees and all Canadians

Federal election-specific status/achievements to date: Q3 Advocacy activities supported completion of the Association’s federal election strategy. Activities are noted below; most were conducted in support of Direction 1.1 and generally member and volunteer engagement, with policy, government relations and stakeholder work occurring earlier in 2019.

Aspects of election activities that could not be categorized in this form are the following:

Content Creation/Member Engagement Activities:

- Scheduled, developed, distributed numerous communications/content pieces, with input/awareness and shared with CMR.
- Elections Corner on website created/updated/maintained; new content throughout election campaign distributed to members/supporters largely by email, with support from CMR (webinars, telephone town halls, party platforms).
- Member-focused webinar trainings developed and delivered (How to Q, Issue Fly-Over and Deep Dives, Local/Social Media, Get Out & Vote). Awareness messages supported by CMR, initial development of training supported by HR & Vol.
- Other content produced for print/web (Sage Fall [Pension/Veteran/Health Checks, Advocacy in Action; supported/assisted with feature article on election issues; special section for election materials]; Sage Winter [Pension/Veteran/Health Checks, Advocacy in Action drafts; Advocacy Spotlight updated once; four election priorities deep-dive for web; Ontario LTC inquiry; Ontario out-of-country changes; C-27 “retirement”; MB election; assisted with veterans service card announcement)
- Planned, delivered telephone town hall for Quebec members, which saw approximately 3,000 participants at high volume during the call for an average 49 minutes (average tends to be appx. 15 minutes). Staff performed liaison with parties/candidates, communications to members/support to staff, support to moderator. Data runs supported by CS (IT) and communications supported by CMR.
- Delivered “bingo” election activity around debates to build member engagement, with approximately 1,500 people participating; activity tracked in CRM to support engagement tracking/forward planning; supported by CMR.
- Delivered pension landscape talk in collaboration with Hamilton branch and local stakeholders, for International Day of Older Persons; also delivered by webinar to Alberta volunteers.
- In collaboration with CMR, CS (IT), began webtagging/categories project to support better UX, navigation of advocacy content on web, and to better feed environmental scans. Completion expected early Q4.

Administration and Planning:

- Liaised with legal counsel for clarity and advice on Elections Canada elections rules, planned activities/registration requirements. Recommended strategy adjustments provided to and approved by Board/Advocacy Committee, which would permit the Association to carry out legitimate activities. Communicated adjustments and risks with branch volunteers, and worked to defuse potential for risks/conflicts that arose with select branches. Throughout the campaign, the Association complied with registration limitations (i.e. did not register and conducted only activities as permitted).
- Lobby reports filed in compliance with regulations.

Developed high level first steps post-election plan and drafting tools (like surveys) underway

Directions	Objective	Activities Year 1 (July-December 2019) Year 2 (January-December 2020)	Advocacy leads all Goal 1 activities. Additional support as indicated	Expected Outcome/ Measurement of Success	Status/ Achievements to date
Direction 1.1 – Grow and strengthen Federal Retirees’ capacity for advocacy	1.1.1 Formal advocacy activities are organized to build visibility/presence with govt., such as one-on-one lobbying of politicians and other actors, appearances at Parliamentary Committees, etc., and government relations	A—Develop/distribute briefing book for new MPs and their staff by Winter 2019-20 Review Annually/As required B—Secure initial meetings with key cabinet/committee members and their staffers for Association leadership by Winter 2019-20	External consultant External consultant Board, CEO	Briefing book published and effective initial meetings/intros with MPs (including cabinet) and staffers are held, setting NAFR up for relationship with new government with increased awareness, visibility	Pending election outcome. Development planned for Q4, distribution in early Q1 2020. Initial contact (congratulations) to be made with new MPs in Q4. Provincial: congratulatory letters, intro packs sent to AB, PEI newly elected officials. Pending election outcome. To be actioned in Q4 with target list and consultant, and executed in Q1 2020 and go-forward.

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	activities are ongoing to assure strong relationships/contacts with politicians, political staff, etc.	<p>C—Develop regular schedule to cultivate/nurture/meet/engage government and political contacts (incl. supporting/cooperating on policy issues) by Spring 2020 Ongoing implementation</p> <p>D—Host a keynote event on Parliament Hill to further Association presence/recognition and government relations/contacts in Spring 2020, potential link to new government/next budget</p> <p>Similar event in Fall 2020, linked to Board meeting, Intl Day of Older Persons; reassess for effectiveness and determine/develop plan for 2021</p> <p>E—Participate in key parl. events (fed. budget, committee business, consultations, etc.) as required in 2020 Ongoing 2021 and beyond</p> <p>F—Develop an earned media strategy during 2020 Implement strategy during 2021 and beyond</p> <p>G—Develop plan/materials to engage/mobilize volunteers, members in constituency-focused Association “action days” on a regional basis during parliamentary break weeks, to assist in building local relationships with politicians during Spring 2020. Ongoing implementation in Fall 2020 in connection with International Day of Older Persons</p>	<p>Board, CEO</p> <p>Board, CEO; External consultant; Governance Specialist; CMR; CS (IT)</p> <p>Board, Branches, APOs and CMR to support</p> <p>CMR co-lead with Advocacy</p> <p>CMR, CS (IT) Branches and APOs support implementation</p>	<p>System and regular rotation of government stakeholder meetings, as well as follow-up engagement/communications plan, is in effect by Spring 2020, including establishment of qualitative quarterly meeting targets</p> <p>Establish goal/focus audience, determine appropriate targets for attendance (consider baseline attendance target based on 2019 lobby day). Increase number of contacts/recognition/reach with each.</p> <p>Relevant briefs are presented to govt by all levels of NAFR; NAFR is invited to participate in govt consultations, and elicits consultations as needed.</p> <p>Metrics to be developed as part of the strategy, with goal to increase proactively placed op-eds and other products for media in support of advancing advocacy efforts.</p> <p>Action days/weeks scheduled based on new parl. calendar, volunteers provided training/tools/support to engage. Establish baseline target/metric for branch participation (incl. quantitative/qualitative goals) and to recruit new advocacy engagers.</p>	<p>To be developed in Q4.</p> <p>To be developed in 2020.</p> <p>Although a federal election occurred, the pre-budget consultations went ahead anyway; Association’s brief was written and submitted in early Q3. Association also collaborated with partners on CCRS to submit concerns on OSFI consultation re: DB pension plans. Further action on these two items may be needed/appropriate in Q4/forward.</p> <p>To be actioned in 2020. Early results based on federal election activities indicate an earned media strategy could be successful in elevating the Association’s profile and priorities (election activities earned a degree media coverage, to be quantified as election reporting is finalized).</p> <p>Work supporting this includes actions taken under 1.1.2, to develop a network of constituency-based advocacy representatives.</p>

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		H—Develop standard tools around key parliamentary events (<i>e.g.</i> federal budget consultations) and ad hoc opportunities (consultations, etc.), for volunteers/members/partners to participate during 2020 Ongoing 2021 and beyond	CMR, CS (IT) Branches support implementation	Relevant briefs are presented to govt. by trained, prepared staff and volunteers both in and outside Ottawa, supported by credible, effective materials	To be actioned in 2020.
	1.1.2 A network of constituency-based advocacy representatives is identified, trained and supported (by end of 2024)	A—During Fall 2019: Assess outcome of campaign engagement post federal election Develop program to nurture leads generated during election campaign, toward riding advocacy ‘role’ (training, ongoing contact, actions) Develop strategy/program to engage supporters/members on our campaigns/advocacy, and to advance/recruit to advocacy network Review Annually/As required	HR & Volunteers, CMR, CS (IT)	Training, ongoing engagement plan developed and implemented for federal election engagers, with goal to move them into riding role Recruitment funnel incl. advertising is developed, implemented to support riding advocacy role 50 riding advocacy contacts identified, trained and engaged per year (2020 and 2021)	Federal election activities/strategy supported generally member and volunteer engagement, and this goal/objective specifically, in the following ways: <ul style="list-style-type: none"> Advocacy and Corp. Svc./IT staff collaborated to complete CRM integration with web tools to enable engagement tracking for advocacy, which was a key component needed for a successful election effort and to support strategic goals outlined here. Work delivered as specced with little time slippage; minor refinements planned for Q4 in order to complete the project, and may see functionality applied across other departments in 2020. Targeted communications to members, supporters (email, web, social, event promotion) were conducted to develop advocacy email target list. Achieved 10,000 signups (existing members and new supporters); several hundred engaged in ‘advanced’ activities such as letters to candidates, webinars and other activities and will form basis for recruitment into Project 338. Early results indicate members are present/engaged in 332 federal ridings; supporters provided coverage for remaining ridings. Support to volunteers/branches is essential, and this group was key to federal election activities. They were supported in the following ways: <ul style="list-style-type: none"> Fulfilled print material orders for branches Advocacy staff supported branch volunteers, APOs, directors in hosting 65 election-related events (project management tool implemented, plan development with branch teams based on AMM workshop, trouble-shooting, registration and event promotion, data collection, communications). Email sends supported by CMR with occasional supports from colleagues in CS (IT), HR & Vol. Resulted in 1,300 individual event registrations (with several hundred more showing up unregistered), which feeds list-and-lead building activities Tools and training provided at regular intervals during election campaign with support of HR & Vol. on some training items (event management, managing event disruptions, train-the-trainer webinar to enable member participation in branch election activities, issue based webinars to provide additional context/information on election priorities) Regular updates to VIP including HBO materials; media scans; Bulletin to Branches An APO was recruited for Saskatchewan with support of HR & Vol. and directors, and the transition from incumbent to newbie was supported by Advocacy staff. An ad hoc request by the Quebec directors for a half-day advocacy training at their district meeting was successfully fulfilled, with goals/outcomes supporting strategic/operational plan activities.

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					Plan developed to review contacts who have taken part in election campaign activities, with targets and schedules outlined for each of coming four years. Campaign results and next steps to be formalized in Q4.
	1.1.3 Members and Association are properly represented by Federal Retirees on advisory committees (e.g. PSHCP, PDSP, PSPAC, etc.)	<p>A—During Fall 2019 ensure staffing replacement aligned with needs for PSHCP negotiations and develop professional development plans to ensure staff skill set meets representation needs</p> <p>Build relationships with non-NAFR representatives on advisory committees</p> <p>Identify and leverage opportunities to advance NAFR representatives for appointments to advisory committees</p> <p>Review Annually/As required</p>	<p>HR & Volunteers</p> <p>Board, CEO</p>	<p>Staff complement/expertise is maintained and enhanced with prof. dev. that directly supports NAFR mandate/rep. needs of members</p> <p>Regular rotation of stakeholder meetings, as well as follow-up engagement/communications plan, is in effect by Spring 2020, including establishment of qualitative quarterly meeting targets. NAFR is positioned to raise issues of concern at relevant advisory committees. Increasing number of NAFR-linked representatives sit on committees.</p>	<p>In collaboration with HR & Vol., staffing action was underway in Q3, with interviews/selection to occur early Q4.</p> <p>Expertise/support provided to the PDSP pensioner representative to enable clear communication of dental survey results to PDSP Board and represent needs/expectations/concerns of plan members. This included presentation materials, speaking points, and relied on regular engagement with government staff stakeholders.</p> <p>Ongoing work done to support PSHCP pensioner representative in PSHCP renewal negotiations, including liaison with bargaining agent and employer reps, costing analysis, strategy recommendation.</p> <p>Liaised with PDSP staff to provide information session to Sep. Board.</p> <p>To be actioned 2020.</p>
	1.1.4 Counterparts at other stakeholders/ partners (e.g. other retiree organizations, key government and non-government stakeholders) with whom we can collaborate with and advance our goals are identified	<p>A—Working with the Advocacy Committee, determine collaboration strategy (which partners, when, where, why/what issues), as well as a list of “validator” partners and strategy to work with them</p> <p>Host a facilitated session with existing collaborators (CCRS and others), focused on collaboration/engagement going forward</p> <p>Assess and possibly repeat in 2021</p>	With support from members of the CCRS and Vibrant Voices	Board approves strategy that guides collaborative advocacy efforts, by Spring 2020. NAFR messages are carried by validators and others, providing increased visibility, awareness and support of our work, NAFR staff resources used more effectively in partnered initiatives. NAFR strategic goals are advanced as a result.	<p>Continued work of existing collaborations as follows:</p> <ul style="list-style-type: none"> Hosted a successful veterans roundtable webinar involving approximately 20 veterans organizations, including military and veteran ombudsmen office, CAF transition group, new veterans service card, military/veteran women Ongoing work with CCRS on pensions, including joint brief to OSFI noted above, and soliciting organizations’ input on way forward for CCRS (lead-up to facilitated session planned for early 2020) <p>Early steps specific to objective/activities to be actioned Q4 2019 and rolled out in 2020.</p>
Direction 1.2 – Advance	1.2 Advocacy positions for Federal Retiree are developed, based on the	A—Review priorities of incoming government and contrast with existing Association positions/priority areas during Fall 2019 and Spring 2020		Board is presented clear position key messages based on strategic goals, work to date	Existing positions to form foundation; reassessment/further development to begin Q4.

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retirement income security policies and programs that respond to our members' and other retirees' needs	input and engagement of members and volunteers. and 1.2.3 Campaigns/tools to elevate, implement, grow support around for Directions 1.2-1.4 are developed	<p>B—Update/re-write materials, including validation phase with members (email campaign with quick polls) Review annually/As required</p> <p>C—Update/develop web campaign and advocacy collateral/comm tools/material to ensure members, advocacy practitioners and other volunteers are informed are developed. This includes twice-monthly retirement security focused web-articles, and bi-monthly quick polls of members (replacing/improving “Winds of Change”). Review annually/As required</p> <p>D—Develop paper/position re: new approaches to retirement security, particularly focused on millennial/younger audience, portability realities, etc. during Fall 2020, and is leveraged with collaborators/validators</p> <p>D—Support development of strategy to demonstrate value of public service, possibly during Winter 2021</p>	<p>CMR, CS (IT)</p> <p>CMR, CS (IT)</p> <p>External consultant if needed CMR, CEO, Board</p> <p>CMR co-lead with Advocacy</p>	<p>and outlook with new government, for approval by Jan. 2020. Members are heard and needs are reflected.</p> <p>Accurate, clear messages/materials are available, and present best image of Association. Increased engagement with materials and support for positions by members, vols, supporters. Members, volunteers and NAFR are informed on key subject trends/issues thanks to twice-monthly web stories, bi-monthly quick polls.</p> <p>NAFR presents credible vision for retirement security that engages across audiences.</p>	<p>Initial draft to begin Q4, completion early Q1 2020.</p> <p>Content calendar development to occur Q4. Minor refinements to CRM/web tools to support some aspects to be complete Q4.</p> <p>To be actioned 2020.</p> <p>To be actioned 2021.</p>
Direction 1.3 – Advance policies that help to ensure our members and other older adults age in health and dignity, with the supports they and their families need	1.3.1 Advocacy positions for Federal Retiree are developed, based on the input and engagement of members and volunteers. and 1.3.2 Campaigns/tools to elevate, implement, grow support around for Directions 1.2-1.4 are developed	<p>A—Review priorities of incoming government and contrast with existing Assoc. positions/priority areas during Fall 2019/Spring 2020</p> <p>B—Update/re-write positions, including validation phase with members (email campaign with quick polls). Review annually/As required</p> <p>C—Update/develop web campaign and advocacy collateral/communication tools/material to ensure members, advocacy practitioners and other volunteers are informed and developed. This includes twice-monthly health focused web-articles, and bi-monthly quick polls of members (replacing/improving former “Winds of</p>	<p>CMR, CS (IT)</p> <p>CMR, CS (IT)</p> <p>CMR, CS (IT), CEO, Board</p>	<p>Board is presented clear position key messages based on strategic goals, work to date and outlook with new government, for approval by Jan. 2020. Members are heard and needs are reflected.</p> <p>Accurate, clear messages/materials are available, and present best image of Association. Increased engagement with materials and support for positions by members, vols, supporters. Members, volunteers and</p>	<p>Existing positions to form foundation; reassessment/further development to begin Q4.</p> <p>Initial draft to begin Q4, completion early Q1 2020.</p> <p>Content calendar development planned for Q4. Minor refinements to CRM/web tools to support some aspects to be complete Q4.</p>

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		Change”). Share/distribute with appropriate collaborators/validators. Review annually/As required D—To support advancement of health policies, review provincial health policies that support healthy, dignified aging (including leads/lags). Develop strategy and standardized tools/tactics to maintain/advance age-friendly health policies friendly at provincial level, particularly during provincial elections.	External consultant if needed	NAFR are informed on key subject trends/issues thanks to twice-monthly web stories, bi-monthly quick polls. NAFR presents credible vision for healthy aging that engages across audiences. Policy goals to be maintained/advanced defined in development.	Engaged federal health minister, Ontario health minister regarding proposed changes to out-of-country coverage. Supportive at federal level of intervention but will require follow-up in Q4. Provincial seniors ministers/advocates added to CRM in Q3, contact/exposure made with send of Sage magazine. Follow up required Q4. To be actioned fully in 2021.
Direction 1.4 – Collaborate with organizations working to improve the lives of veterans and their families	1.4.1 Collaboration is established with other stakeholders to build communication and support networks between agencies to meet the needs of Veterans and their families.	A—Review priorities of incoming government and contrast with existing Assoc. positions/priority areas during Fall 2019/Spring 2020 (including learning gained from Veterans Outreach Initiative and identifying areas that could be made uniquely NAFR) B—Update/re-write positions, including validation phase with members (email campaign with quick polls). Review annually/As required C—Update/develop web campaign and advocacy collateral/comm tools/material to ensure members, advocacy practitioners and other volunteers are informed are developed. This includes monthly veteran focused web-articles, and quarterly quick polls of members (replacing/improving former “Winds of Change”). Share/distribute with appropriate collaborators/validators. Review annually/As required	External consultant CMR, CS (IT) CMR, CS (IT), CEO, Board	Board is presented clear position key messages based on strategic goals, work to date and outlook with new government, for approval by Jan. 2020. Members are heard and needs are reflected. NAFR’s veterans’ asks are relevant and differentiate NAFR from other organizations. Accurate, clear messages/materials are available, and present best image of Association. Increased engagement with materials and support for positions by members, vols, supporters. Members, volunteers and NAFR are informed on key subject trends/issues thanks to twice-monthly web stories, bi-monthly quick polls.	Existing positions to form foundation; reassessment/further development to begin Q4. Initial draft to begin Q4, completion early Q1 2020. Content calendar development to occur Q4. Minor refinements to CRM/web tools to support some aspects to be complete Q4.

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		D—Develop annual plan to tackle one veteran-focused issue per year in a convenor/facilitator role with veterans' community. This plan should be developed with input and complement work of leading veteran organizations inside and outside government (may include webinars and in-person gatherings, focused on a specific topic). Review annually/As required	CMR	NAFR plays to strength established since 2017 as a non-partisan facilitator/supporter, and meaningful advances are made on well-defined policy issues that support veteran wellbeing.	Initial review and planning to occur Q4.

Goal 2: Promote membership retention and growth

Directions	Objective	Activities Year 1 (July-December 2019) Year 2 (January-December 2020)	CMR leads all Goal 2 activities. Additional support as indicated	Expected Outcome/ Measurement of Success	Status/ Achievements to date
Direction 2.1 – Maintain our focus on identifying and meeting the needs of our members and prospective members	2.1.1 Engage members through high-quality editions of Sage magazine, e-newsletters, a useful and informative website and through relevant social media channels.	<p>A—put supplier arrangements in place; apply for CPF grant for 2020/21 by Nov. 2019; update Sage advertising media kit during Q4 2019 and establish new baselines based on the new publishing format Ongoing in 2020/21 and beyond</p> <p>B—maintain content calendar; grow social media; promote special events; publish 12 e-newsletters & 6+ Freds Ongoing in 2021 and beyond</p> <p>C—manage Drupal CMS transition; consult and create roadmap for website 2.0 creation and deployment Website 2.0 deployment during Q2 2021</p> <p>D—manage contracts and relationships with national Preferred Partners. Ongoing in 2020 and beyond</p> <p>Develop and implement new invoicing standard for Sage advertisement by Q3 2019.</p>	<p>CFO support for Canada Periodical Fund grant</p> <p>Advocacy support for social media</p> <p>Support from CS (IT) and others for website 2.0</p> <p>CS (Fin)</p>	<p>Engaging, professional publication; production cost savings, increased advertising revenue, ongoing Canada Periodical Fund grant</p> <p>Better planning and coordination, steady increase in followers, high engagement, 200 Fred conversions per year to memberships</p> <p>Cost savings already achieved by replacing Sitecore; more focussed and effective website</p> <p>Member engagement, increased advertising and sponsorship revenue</p> <p>Consistent invoicing practices</p>	<p>Summer and Fall editions of Sage produced in-house generating \$139,950 in advertising revenue. Editor hired on contract, printing by Lowe Martin printers in Ottawa, The Blondes designers retained, Sage Advertising Policy approved by the Board September 26. Circulation Audit for Canada Periodical Fund grant application scheduled for October.</p> <p>Social Media 9,937 Facebook followers, 696 LinkedIn followers, 553 Twitter followers; 957 social media community comments and questions reviewed this quarter; 106 posts this quarter or 1.15 per calendar day (each one posted in both official languages to all three channels) Strong membership engagement with monthly e-newsletters and e-blasts. 148 Click Dimensions sends in Q3 vs 92 sends in Q3 2018; 375 sends 2019 to date. 79 FRED conversions in Q3. Significant support for Advocacy messages for Federal Election from National Office and Branches.</p> <p>1,136,267 page views to September 30; 12% decrease year over year; 307,312 users 6% decrease; 46 News & Views postings 22% decrease. Senior Staff retreat in August to agree on roadmap for website 2.0 development</p> <p>Strong revenue and sponsorships from Johnson, HearingLife Canada, SimplyConnect and Collette. Discussions held with potential partners Iris Optical and Bayshore Healthcare. Planning and marketing support for Johnson launch of Perkopolis for Medoc subscribers October 15. Ongoing support for partners’ direct mail and e-blast campaigns.</p> <p>Discounts formalized and documented on invoices to show value proposition to advertisers in Sage.</p>
	2.1.2 Support branches in their existing and enhanced communications and outreach to members.	<p>A—develop Branch News section in Sage and colour Branch Reports during Q3 and Q4 2019</p> <p>B—Ongoing support to Branches to ensure CASL compliance, build the CSO role</p>	Support from CSOs and Branches	<p>Respond to AMM 2018 resolution, support volunteers</p> <p>CASL compliant communiques, mitigate risk for Board members</p>	<p>39 new Branch Reports supported and carried in fall edition of Sage. 60+ volunteers attended webinar on September 24 to share best practices and support branches.</p> <p>Ongoing monitoring. Support to Audit & Risk Management Committee, the Board and branches to ensure compliance.</p>

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		C—complete the revision and publication of <i>You & Your Survivors</i> by Q4 2019	Sponsorship support from Arbor Memorial	\$25,000 sponsorship from Arbor Memorial, produce online version, print 15K copies	Ongoing with target for on-line version December 31, 2019 and print version in January 2020.
		D—develop Drupal training module for Branches during Q3 and Q4 2019	Support from CS (IT) for implementation and HR & Volunteers for training	Satisfied and skilled Branch Website volunteers	Branch Drupal Training webinar developed for delivery in English and French Q4
	2.1.3 Regularly survey members and subsets of members to ensure Federal Retirees identifies and understands their needs	A—conduct simple member surveys to gather feedback as required	Support from other departments as required	More informed decision making	Brief survey in August e-newsletter resulted in 83 group travel expressions of interest for Collette
		B—Conduct a comprehensive membership survey based on the 2016 and 2011 survey in Spring 2020	Co-ordination with HR & Volunteers	Tracking of current and recent member feedback, alignment with member satisfaction and expectations	Engaged in planning phase
Direction 2.2 – Increase positive awareness of Federal Retirees to prospective members in order to achieve annual membership growth	Annual membership growth			Target year over year increase in membership for 2019: 1% net growth over attrition	824 net new members in September represents the largest monthly recruitment gain since the 2012 direct mail campaign. 1,776 members recruited and 952 members lost for YTD total of 174,461 members. Running net change is minus 820 over first 9 months. Compared to 908 recruited in September 2018 and 894 members lost. Of the 1,776 new members in September, we have recruitment source data for 1,036 of them: 325 new members from 25% DDS Promotion; 125 members via the Mega Recruitment Drive; 499 members due to Medoc win-back; 8 from Liaison newsletter; and 79 FRED conversions. 746 did not specify.
	2.2.1 Work with branches and others, such as BSCs, to identify federal work sites with significant numbers of potential members and build database of prospective members.	A—Stand up Ad Hoc Recruitment Committee to consult with Branches and share best practices Continued engagement in 2020 and beyond B—Determine branch information requirements by Q4 2019. Then work with government (including federal regional councils) to refine existing data on federal building location and provide to Branches. IT to provide updated extracts as requested.	CS (IT)	Share best practices, identify and support Branch recruitment needs Targeted Branch recruitment and awareness activity	Committee is meeting bi-monthly, sharing best practices and recruitment data Reaching out to all Branches who have not received this data to determine their needs via October Bulletin to Branches for Q4 follow up.

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	2.2.2 Coordinate and provide information for Pension Plan member seminars, SCAN seminars, RCMP Quarterly, and other communications with prospective members	A—Continue to liaise with TBS for inclusion in <i>Liaison</i> Pension & Benefits newsletter and PSPC Plan Member Education Seminar network. B—Liaise with RCMP and CAF for inclusion in their own newsletters	Coordination with Advocacy	Awareness building, brand recognition, recruitment	<i>Liaison</i> newsletter published mid-September. Thank-you letter sent to OCHRO with requests for inclusion in PDSP newsletter, presentation by CEO to HR Council, and development of a CAF and RCMP equivalent publication.
	2.2.3 Provide standard recruitment presentation and marketing material to support branch outreach and recruitment events.	A—maintain up to date version of recruitment presentation in VIP B—provide revised marketing material and promotional items to Branches	HR & Volunteers	Awareness building, brand recognition, recruitment Awareness building, brand recognition, recruitment	Presentation update in summer to reflect September Medoc enhancements. Luggage tags and lens cleaners distributed at AMM New Membership joining kit developed with new/updated pamphlets including “Advocacy: our history, our victories” and current copy of Sage magazine.
	2.2.4 Offer pre-retirement training seminars in partnership with others to build brand awareness.	A—support pre-retirement training offered by Tradex/Health Partners B—work with Retirement Planning Institute (RPI) to promote awareness C—Support branches engaged in retirement planning activities by Q3 2019 and ongoing	Support HR & Volunteers Lead	Awareness building, brand recognition, recruitment Awareness building, brand recognition, recruitment	Ongoing. 800 word feature article on Federal Retirees included in <i>Reflections</i> the October 9 th edition of RPI Newsletter sent to 30,000 former pre-retirement training participants Ongoing
	2.2.5 Build regular relationships with key government departments.	A—Maintain communications contacts with TBS, PSPC Pension Centre, VAC, DND, GCWCC	Coordination with Advocacy and participation of National President	Good will, effective working relations, awareness building and brand recognition and enhanced opportunities to connect with prospective members	Attended GCWCC Walk, Run, Roll launch event September 10 in Ottawa with Ottawa and Outaouais Branches Meeting arranged with GCWCC DM Champions for 2019 and 2020 campaigns on November 21 Site visits with Board members being scheduled for December 6 at the Pension Centre, Pay Centre and VAC HQ with local branch participation
	2.2.6 Make strategic investments in digital marketing campaigns.	A—Conduct select social media advertising, promotion/awareness		Awareness building, brand recognition, recruitment	Federal election advertising requirements have limited social media ad promotions in Q3

Directions	Objective	Activities Year 1 (July-December 2019) Year 2 (January-December 2020)	CMR leads all Goal 2 activities. Additional support as indicated	Expected Outcome/ Measurement of Success	Status/ Achievements to date
	2.2.7 Plan and execute annual membership drives.	A—Develop multi-level marketing and communications, plan and execute an annual fall Mega Recruitment Drive in Q3 and Q4 2019; repeat in Q3 and Q4 2020; reassess for subsequent implementation B—Develop awareness initiatives around NPSW in order to assist branches engaging in local recruitment activities during Q1 and Q2 2020		Member engagement, recruit new members, increase dues revenue Awareness building, brand recognition, recruitment	Mega Recruitment Drive launched September 1 with early-bird draw October 15 and grand prize draw December 15. 125 new member referrals as of September 30 Ongoing. Also promoting Veterans Week with updated Branch engagement kit in VIP, Veterans Week Posters shipped directly to all Branches from VAC; promoted Veteran Service Card for pre-2016 CAF releases; delivered 8,285 CAF Veteran Membership cards since August 2018.
	2.2.8 Attend large conferences of current employees, engage in high visibility awareness and sponsorship opportunities	A—Attend APEX annual conference, sponsor APEX Career Contribution Award, attend FMI Conference trade show and collect prospective member sign ups and investigate other similar opportunities		Increased awareness, brand recognition, prospective member sign ups, new member recruitment	Very successful high visibility at APEX conference in May with 820 delegates and ongoing sponsorship of Career Contribution Award. Attending Financial Management Institute Conference in November with 5,000+ delegates in NCR Attending the Labour Council Symposium December 5 in Ottawa with 175 HR and Labour Relations specialists
	2.2.9 Identify other conferences and events where local branch participation could be of value and provide materiel and logistical support for such local participation.	A—Support Branch attendance at significant conferences, e.g. IPAC, work with Ottawa and Outaouais Branches at Place du Portage B—Conduct guerilla marketing campaigns to create awareness among existing employees during Q2 and Q3 2020		Increased awareness, brand recognition, prospective member sign ups, new member recruitment Increased awareness, brand recognition, prospective member sign ups, new member recruitment	Information booth at Place du Portage staffed with National Office staff and Ottawa and Outaouais volunteers June 12&13 and September 18&19; Supported 5 Ottawa Branch Medoc information sessions in September; attending Craft Fair at Terraces de la Chaudière November 27&28; Supported Winnipeg Branch attendance at IPAC Conference in August; arrangements made to attend IPAC Conference in Ottawa in August 2020. Promotional items being developed for 2020 activities with current employees

Goal 3: Pursue organizational excellence at all levels of the Association

Directions	Objective	Activities Year 1 (July-December 2019) Year 2 (January-December 2020)	Lead Function	Expected Outcome/ Measurement of Success	Status/ Achievements to date
Direction 3.1 – Federal Retirees has a clear and sustainable vision that is embraced by all levels of the organization	3.1.1 Support the communication of strategic priorities to members, branches, national volunteers, employees and external stakeholders.	A—Communicate Strategic Plan priorities using Sage, B2B, Fred (prospective members newsletter), VIP, and face-to-face meetings while exploiting technological opportunities	BOD and Senior staff	Branches and Members are fully aware of the Association’s Strategic Plan and achievements	Strategic Plan has been published on the website and on the VIP. Operational Plan with Q3 status report included in October B2B. Both documents were presented at various regional meetings.
		B—Develop and deliver training and workshops to branches on operational planning in support of the Strategic Plan to be delivered at Spring 2020 District meetings; balance to be delivered in 2020-2021	HR & Volunteers with support from BOD and BSCs	At least 75% of branches receive training and have an enhanced understanding of their role in supporting the Strategic Plan by summer 2021	Q3 2019- DHR & Vol – workshop developed, including presentation deck, templates and scenario.
		C—Develop and support a staff performance agreement system that is aligned with the Strategic Plan; refine and adjust as required	HR & Volunteers with Senior staff	All staff are aware of their role in supporting the Strategic Plan	Q3 2019 – DHR and Vol - Performance Agreement template (pulse check) which includes a section identifying alignment with the Strategic Plan has been provided to managers.
	3.1.2 Support the development of a national budget that ensures resources are allocated in a manner which supports national delivery of the strategic plan.	A—Budgets are developed in order to adequately fund Strategic Planning priorities	CFO, CEO and Senior Staff lead with support from BOD	Allocated funds are spent as intended	Q3 – Budget was approved in principle at Board Mtg – details to be added based on CPI adjust for 2020 pension.
		B—Continue to refine budget development processes in order to minimize operational variances to budget	CFO	Budgets that accurately reflect organizational activities are approved in a timely manner and audited reports show minimal variation from approved budget.	Chart of Accounts modifications underway. Go live Q4.
		C—Continue to support the development of District budgets for meetings and training	CFO with HR & Volunteers, BOD and BSC support	Directors are funded in accordance with Board approved budgets	Chart of Accounts modifications and reporting tools underway. Go live Q4. Q3 2019 – DHR and Vol – a detailed spreadsheet been developed to help staff, BSCs and Directors track District/National Office expenditures related to regional/district meetings
	3.1.3 Provide the board with research and analysis of progress and changes in the environment that	A— Conduct environmental scans and provide BOD with relevant briefing notes and presentations (incl. subject matter experts) on governmental priorities and changing legal landscape for not-for-profit corporations to identify any relevant issues	CEO and Senior staff, primarily Advocacy	The Association (Board, staff and branch leadership) has the information required for immediate intervention and adjustments to	

Directions	Objective	Activities Year 1 (July-December 2019) Year 2 (January-December 2020)	Lead Function	Expected Outcome/ Measurement of Success	Status/ Achievements to date
	may impact the Association's strategic priorities	<p>Prepare Volunteer survey Q1 2020</p> <p>Conduct Volunteer survey and analyse results Q2 2020</p> <p>Initial post-election assessment by Q4 2019</p> <p>Assessment of HST implications on membership fees Q4 2019</p>	<p>HR & Volunteers with CMR</p> <p>Advocacy</p> <p>CFO</p>	<p>Strategic Plan if required, as well as long-term planning</p> <p>Volunteer survey results and conclusions are presented at the 2020 AMM.</p> <p>Compliance with regulations is assured</p>	<p>Initial consultant report has been received, review and assessment underway by CEO and CFO for presentation to Audit and Risk Management Committee and Board of Directors</p>
	3.1.4 Track and report National Office performance against Strategic goals to the Board.	<p>A—Quarterly reports status of National Office Operations plan through 2019-2020 and ongoing</p> <p>B—Develop next cycle's Operational Plan for presentation to BOD in Q3 2020</p>	CEO and Senior Team	Ongoing progress on the Strategic Plan	<p>Q1 and Q2 reports were presented to the Board in April and July respectively.</p> <p>Presented and approved by Board (Sept '19)</p>
Direction 3.2 – Members' needs are met by capable volunteers and professional staff working collaboratively	3.2.1 Provide the Board with professional information and support to assist them in effective decision making	<p>A—Produce comprehensive documentation package for Board meetings</p> <p>B—Assist Committees in their work</p> <p>C—Support development of Board Proposals for Annual Meeting of Members and provide analysis for branch proposals</p>	Senior staff	<p>Board members and Committee members receive necessary information in order to facilitate their informed participation at BOD/Committee meetings, in a timely fashion</p> <p>AMM proposals are well-developed and published on time</p>	<p>Q2 financials presented to Finance Cttee, received by Board at Sept '19 meeting. Declarations by CFO revised accordingly. Branch Funding Initiative summaries provided for decision.</p> <p>BOD documentation packages are delivered approx. 1 week in advance of meetings.</p> <p>Working to host several committees' documentation on the VIP for Dec. 2019 meetings to improve access.</p> <p>Support being provided to Directors regarding information gathering on Branch Lottery and Gaming activities across the country. Event Mgmnt & AMM contracting and invoice reconciliations 13 totalling \$393K</p> <p>No Board proposals and no branch proposals received at this time.</p>
	3.2.2 The National Office and branches work cooperatively to achieve strategic goals	A—Directly support and guide branch boards, BSCs, CSOs, APOs, BALs, in implementation of the Strategic Plan at the branch level	<p>Senior staff, BOD, BSCs and APOs</p> <p>HR & Volunteers</p>	<p>Survey results indicate BSCs, CSOs, APOs, BALs and Branches are satisfied with support provided by National Office</p> <p>Branches have been enabled to contribute to</p>	CS- Q3 Phase II branch Funding Initiative award letters and cheques sent totalling approx. \$22K (Total program approx. \$70K)

Directions	Objective	Activities Year 1 (July-December 2019) Year 2 (January-December 2020)	Lead Function	Expected Outcome/ Measurement of Success	Status/ Achievements to date
		B—Coordinate opportunities for National Office staff to attend or present at regional/district meetings and conduct training		the achievement of Strategic goals	Meeting, travel and accommodation arrangements for Moncton meeting (Dec 2019) and outreach activities being provided internally and with support of HTG travel for (approx. 90 participants, 65 from Federal Retirees)
	3.2.3 Volunteers have timely access to required tools, resources, and training to effectively support and manage the Association.	<p>A—Maintain a Volunteer Information Portal populated with up-to-date tools and reference material for volunteers</p> <p>B—During Q2 2020 conduct needs analysis for workshops/training at AMM and then deliver. Review and update annually.</p> <p>C—Review and update Administrative Guidelines for Branches/Volunteers by Spring 2021</p> <p>D—Provide tools to support the effectiveness of branch boards, such as branch orientation webcasts and checklists, succession planning toolkits, role descriptions, volunteer recruiting support, and financial reporting</p> <p>E—Ensure volunteers have access to an up-to-date organizational charts and information on National Office staff</p> <p>F—Provide guidance and advice to branches through subject matter experts at National Office</p>	<p>HR & Volunteers with support from Senior Staff for content</p> <p>HR & Volunteers with support from subject matter experts for delivery</p> <p>HR & Volunteers</p> <p>HR & Volunteers with support from subject matter experts in National Office and elsewhere</p> <p>HR & Volunteers</p> <p>Senior Staff</p>	<p>Branches and volunteers have easy access to the tools and information they need</p> <p>Branches and volunteers provided with relevant training</p> <p>Branches and volunteers have easy access to the tools and information they need</p> <p>Branches use the tools and resources provided to them and are better able to deliver on Association priorities and use national tools (e.g. the majority of branches subscribe to CRM financial reporting with high accuracy)</p> <p>Volunteers are familiar with the National Office structure and know who they can contact for support</p> <p>Branches receive the information and guidance they need in a timely fashion and act on it</p>	<p>Ongoing.</p> <p>Q3 2019 – HR and Vols – Vol support staff worked with IT staff to realign content as a result of conversion from Sitecore to Drupal. Additional training materials were added and staff contact lists and org chart were updated.</p> <p>CS - Q3 – Where required, 1-on-1 sessions being provided to Branches to address issues, finalize 2018 financial statements (resulting from financial reviews – all complete for 2018) and begin/continue 2019 reporting. Provision of suggested text for Branch resolutions to create/modify financial reserves to ensure compliance and appropriateness.</p> <p>Q3 2019 – HR and Vols - Branch Board orientation webinar was conducted for Winnipeg branch.</p> <p>CS - ‘one stop shop’ for finance questions at finance@federalretirees.ca with vigilant monitoring and message dissemination to appropriate staff.</p> <p>CS Q3 – Financial tutorials (9) and CRM onboarding sessions (5), Q3 direct deposit pilot participants 47 (Q2 -44). Assisted with Regional/District Mtg organization (4 contracts = \$22K). IT volunteer support tickets (124).</p>

Directions	Objective	Activities Year 1 (July-December 2019) Year 2 (January-December 2020)	Lead Function	Expected Outcome/ Measurement of Success	Status/ Achievements to date
		<p>G—Ensure that the contributions of individual volunteers and branches are appropriately recognized and celebrated</p> <p>H—Review and refine Board orientation and Board development activities and deliver in Spring 2020 and ongoing</p>	<p>HR & Volunteers</p> <p>HR & Volunteers with support from Governance Officer</p>	<p>Candidates for Board election are fully informed and prepared to take up their positions when elected</p>	<p>CS - Treasurers are recognized and encouraged as tasks are completed successfully and skills are acquired via telephone/Zoom/e-mail.</p>
	3.2.4 Financial and information technology procedures and platforms meet the needs of members, volunteers and staff, while complying with applicable legislation and best practices.	<p>A—Review and re-structure Association Chart of Accounts in Q4 2019 to provide departmental reporting by end of Q1 2020</p> <p>B— Review of privacy issues outstanding in Q4 2019. Address gaps by Q3 2020. Monitor legal, accounting and IT environments to ensure all processes, tools and reporting remain compliant;</p> <p>C—Review effectiveness of training platform for volunteers and staff and implement a replacement for WalkMe by Q3 2020 (note that this is linked to 2.1.2 D above)</p>	<p>CFO</p> <p>CEO and senior staff</p> <p>CS (IT) with support from HR & Volunteers</p>	<p>Quarterly departmental financial reports (budget vs. actual)</p> <p>Timely implementation, and communication as required, of required changes</p> <p>Volunteers actively subscribe to new system</p> <p>Cost savings. User-friendly tools.</p>	<p>Contract let for consultant. Work underway with staff and consultant. Implementation expected by end Q4 2019. IT supporting testing activities.</p> <p>CS - CASL issues being dealt with: legal correspondence created, click dimensions implications monitored, information gathering from relevant sources and agencies. Ongoing risk assessments re: GDPR, PIPEDA for addressing in new NAFR Privacy Policy.</p> <p>Volunteer team now partnering with IT as to WalkMe replacement.</p>
	3.2.5 Options for increasing operational efficiency and achieving continuous improvement are explored and implemented	<p>A—Review existing software and hardware platforms to identify potential improvements and implement them as required</p> <p>New credit card processing system goes live Q4 2019</p> <p>Replacement of Shopify platform to improve member payment processing and reduce costs – Q4 2019</p> <p>Implement Ticketing system for tracking travel claims - Dec. 2019</p> <p>Replace AMM app with VIP in Q2 2020</p>	<p>CS (IT)</p> <p>CS (IT & Fin)</p>	<p>Association investments in computer software and hardware remain optimized</p> <p>Overall cost savings. Increased efficiencies.</p> <p>Increased accountability and ease of information retrieval.</p> <p>Cost and labour savings.</p>	<p>CS – Q3 Researching replacement for Docushare in response to staff and technical/support issues.</p> <p>CS – Q3 English is QA passed, French QA being finalized (gate closed on any further requirements/modifications 18 October). Go live still Q4 2019.</p> <p>Automatic removal of Shopify once new credit card system goes live Q4 2019.</p> <p>Feasibility study delayed to Q4.</p>

Directions	Objective	Activities Year 1 (July-December 2019) Year 2 (January-December 2020)	Lead Function	Expected Outcome/ Measurement of Success	Status/ Achievements to date
		<p>Implement electronic funds transfer (EFT) to suppliers by Q2 2020</p> <p>Incorporate in-house payroll processing into accounting system by Q1 2021.</p> <p>Gain operational and expense efficiencies while enhancing 'green' operation of building.</p>	CS – Facilities	<p>Response to Audit recommendation 2019</p> <p>Clerical tasks reduced</p> <p>Lower operating costs for both NAFR & Tenant, no unplanned major repairs req'd. Recoveries billed and paid.</p>	CS – Q3 \$38K in overall Bldg Maint., \$119K in tenant & special project costs managed.
	3.2.6 The National Office is staffed by competent, engaged, professional staff who support members, volunteers and each other.	<p>A—Ensure that organization structure and job functions support the Strategic plan</p> <p>B—Ensure the staffing process is based on merit and competencies</p> <p>C—Benchmark and calibrate staff salaries every five years to ensure compensation is competitive (at 50th percentile of local market)</p> <p>D—Ensure salaries are internally equitable using a valid job evaluation system</p> <p>E—Provide opportunities to staff for training and professional development</p> <p>F—Conduct employee engagement surveys in Q3/Q4 2019 and implement corrective action if required. Repeat every two years.</p>	HR & Volunteers	<p>National office is well organized and staffed to deliver strategic plan results</p> <p>Volunteer survey results indicate general satisfaction with support from the National office</p> <p>Voluntary employee attrition is below 10% annually</p> <p>Employee engagement scores are maintained or improved over previous survey results</p>	<p>Q3 2019 – HR and Vols -National Office organizational structure revamped, to provide resources to the Advocacy department in support of federal election activities and aftermath and to the Client Services team in support of intense member recruitment activities, all without a net increase in staff salary cost.</p> <p>Q3 2019 – HR and Vols - Voluntary Attrition for period 1 September 2018 – 30 August 2019 was 0.</p> <p>Q3 2019 – HR and Vols – Employee engagement survey designed and formatted in Survey Monkey and options for an external delivery and analysis agent is underway</p>
Direction 3.3 – Federal Retirees' reputation and future viability is assured	3.3.1 Policies and administrative processes are reviewed and updated to mitigate risk and ensure	A—Association By-laws and Regulations are reviewed and updated as required:	Governance Officer and senior staff supporting Governance Committee	Policies and practices are clear and meet the needs of the association, are up-to-date, reflect best practices and are legally compliant	<p>Ongoing review of by-laws and regulations as required.</p> <p>Travel policy was reviewed by the Finance Committee (with support from the CEO and Senior Staff). In Sept. 2019, the Board approved the recommended approach to publish a guidance document on the travel policy rather than propose amendments to the existing regulation.</p>

Directions	Objective	Activities Year 1 (July-December 2019) Year 2 (January-December 2020)	Lead Function	Expected Outcome/ Measurement of Success	Status/ Achievements to date
	compliance with applicable legislation, efficiency and accountability.	<p>Review Travel policy in 2019, research and info gathering underway</p> <p>Review status of employees/contractors at branch level to assess compliance with legislation and exposure to risks - 2020</p> <p>Privacy regulation/CASL implications/ PIPEDA/GDPR to be reviewed in 2020</p> <p>Review Communications Regulations – 2021 (for presentation at 2022 AMM)</p> <p>B—Review and update Human Resources policies every three years (February 2022) or whenever new legislation is introduced</p> <p>C—Review internal policies and amend (or make recommendations for amendments) as appropriate</p> <p>Spring 2021: Review and Update Administrative Guidelines</p>	<p>CMR and CFO with support from Governance Officer</p> <p>CMR with support from Governance Officer</p> <p>HR & Volunteers</p> <p>Senior Staff</p>		<p>CEO & CS – Travel policy confirmed by Board Q3. Travel guidelines being formalized, updated and clarified for presentation and adoption at December 2019 Board Meeting. Discrepancy explanations to claimants being revised. Standard template messages being used to ensure consistency of message and approach.</p> <p>Branch employment survey (HR & CS sent Q3).</p>
	3.3.2 Environmental impact on changes that may impact Federal Retirees’ future viability are monitored and strategies are developed to address threats	<p>A—Update Risk register for review by Audit and Risk Management Cttee</p> <p>B— Consider researching intellectual property protection – Q3-Q4 2020</p>	<p>CFO</p> <p>CEO</p>	<p>The Board is aware of risk and appropriate action is taken to mitigate risks</p> <p>Association property is protected</p>	
	3.3.3 Annual audited financial reports are posted on Federal Retirees website	No specific activities	CMR with support from CFO	Annual audited financial statements are published on the Association website once received by AMM	CS – Q3 – Complete

Directions	Objective	Activities Year 1 (July-December 2019) Year 2 (January-December 2020)	Lead Function	Expected Outcome/ Measurement of Success	Status/ Achievements to date
	3.3.4 External professionals are engaged as required to address both specific and systemic risks or threats	A—Accounting, tax, legal, HR, and IT professionals are identified to be called when required.	Senior staff	As required	CS – Q3 – HST Consultant (new), ACC PAC Consultant (chart of accounts & financial reporting - new), HTG (travel - new – Moncton), CRM Consultant (ongoing), Grade A (IT support - ongoing), Drupal (website - ongoing). RFP for managed IT support/Services released for awarding in Q4 (\$462K)
Direction 3.4 – Federal Retirees will be recognized for its sound governance practices	3.4.1 Governance processes and structures are reviewed and updated to ensure they meet the needs of members and support the long-term viability of the Association.	A—Association governance policies and procedures are reviewed and updated as required B—Monitor Branch health/branches at risk C—When branch closures or mergers happen, provide support/assistance to volunteers to ensure minimal disruption to members.	Governance Officer and senior staff supporting Governance Committee HR & Volunteers with support from Board members and BSCs HR & Volunteers with support from CFO and CMR	The Board and staff are aware of branches experiencing issues Branch realignment, when it occurs, is conducted in an orderly fashion	Board evaluation processes and tools currently being redesigned. Ongoing Board policy review as required.
	3.4.2 The diversity of members’ views is considered in advancing Association-wide goals, and diverse views are respected or reconciled, where possible.	A—Proposals to the Board, as well as assessments of proposals for consideration at AMM take into account the diverse views, experience and needs of the members	Senior staff	Diversity of the membership is recognized	No proposals for 2020 received at this time.

Lexicon:

AMM: Annual Meeting of Members	FMI: Financial Management Institute of Canada
APEX: Association of Professional Executives of the Public Service of Canada	GCWCC: Government of Canada Workplace Charitable Campaign
APO: Advocacy Programs Officer	GDPR: General Data Protection Regulation
BAL: Branch Advocacy Liaison	HR: Human Resources
BOD: Board of Directors	IPAC: Institute of Public Administration of Canada
BSC: Branch Services Coordinator	IT: Information Technology
CAF: Canadian Armed Forces	PDSP: Pensioners’ Dental Services Plan
CASL: Canada’s Anti-Spam Legislation	PIPEDA: Personal Information Protection and Electronic Documents Act
CCRS: Canadian Coalition for Retirement Security	PSHCP: Public Service Health Care Plan
CEO: Chief Executive Officer	PSPAC: Public Service Pension Advisory Committee
CFO: Chief Financial Officer	PSPC: Public Services and Procurement Canada (formerly known as Public Works and Government Services Canada)
CMR: Communications, Marketing and Recruitment	Q: Quarter (Q1, Q2, etc.)
CMS: Content Management System	RCMP: Royal Canadian Mounted Police
CPF: Canada Periodical Fund	SCAN: Second Career Assistance Network
CS: Corporate Services	TBS: Treasury Board Secretariat
CSO: Communications Support Officer	VAC: Veterans Affairs Canada
DND: Department of National Defence	VIP: Volunteer Information Portal
Fin: Finance	