In the fall 2000, the Labor Management Cooperation Initiative undertook a critical strategic planning process to update its strategic long-range direction...

This is that direction...
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview</td>
<td>3</td>
</tr>
<tr>
<td>Planning Strategically</td>
<td>3</td>
</tr>
<tr>
<td>Planning Horizons</td>
<td>3</td>
</tr>
<tr>
<td>Strategic Focus</td>
<td>4</td>
</tr>
<tr>
<td>Strategic Approach</td>
<td>4</td>
</tr>
<tr>
<td>Updating the Five-Year Strategic Plan</td>
<td>4</td>
</tr>
<tr>
<td>Development of the Strategic Direction</td>
<td>5</td>
</tr>
<tr>
<td>Strategic Assumptions</td>
<td>5</td>
</tr>
<tr>
<td>External Assumptions</td>
<td>5</td>
</tr>
<tr>
<td>Internal Assumptions</td>
<td>6</td>
</tr>
<tr>
<td>Three- to Five-Year Planning Horizon</td>
<td>7</td>
</tr>
<tr>
<td>Three- to Five-Year Envisioned Future</td>
<td>7</td>
</tr>
<tr>
<td>Infrastructure Issues (Next 12 to 20 months)</td>
<td>8</td>
</tr>
<tr>
<td>Mission Statement</td>
<td>9</td>
</tr>
<tr>
<td>Long-Range Goals</td>
<td>9</td>
</tr>
<tr>
<td>Long-Range Goals &amp; Strategies</td>
<td>10</td>
</tr>
</tbody>
</table>
OVERVIEW

In September 2000, a strategic planning committee consisting of Board Members, volunteers, and senior staff of the Labor Management Cooperation Initiative (LMCI), formerly called the Painters and Allied Trades Labor Management Cooperation Fund, met to develop a long-range strategic direction. The group was led in the planning process by Bud Crouch, a principal partner of Tecker Consultants and president of Innovations Plus.

This document defines LMCI’s clear strategic direction. It is the planning group’s consensus on what will constitute its future success. It answers the following two strategic questions:

- Where is LMCI going? It’s future direction.
- Why is it going there? It’s reason for existence and purpose (service niche).

Planning Strategically

The creation of this strategic direction and its successful implementation signal the Board and Staff’s desire to lead LMCI via a more formal, planning strategically leadership approach. Developing this strategic direction is not a one-time event. It is an ongoing commitment and process to lead the Cooperative Initiative in a strategic orientation. The strategic direction represents a compass that it will use to guide its future strategic decision-making and ongoing operational work.

Planning Horizons

During this session, the strategic planning team developed two of the four planning horizons that are used by successful organizations today. These horizons significantly differ in strategic focus and the length of planning time. The following planning horizons were developed:

- Ten-year assumptions that identify the key external trends, challenges, or issues that will impact the finishing industry and LMCI in the future. These assumptions represent future opportunities and threats, or both.
- The three- to five-year strategic plan including:
  - A limited number of long-range, outcome-oriented goals (LMCI’s future direction);
  - A concise mission statement (LMCI’s five-year strategic niche);
  - Strategies under each goal (how each goal will be accomplished);
Milestones that provide for a means to measure the accomplishment of each goal; and

Key infrastructure areas that need to be reviewed and reshaped.

Organizations that successfully employ the four planning horizons understand the difference between what should never change, and what should be open to change. They are aware of the difference between what is genuinely sacred to the organization and what is not. This rare ability to manage continuity and change is facilitated by the development and use of the four planning horizons.

**Strategic Focus**

Organizational strategic focus or intent is very important. One of the challenges that the LMCI faces is the fact that there is more to be done for the industry and key stakeholders than it has resources to accomplish. The temptation to do every thing can often lead not-for-profit organizations to trying to be all things to all people. The result of this approach is not doing anything particularly well. If everything is important — nothing is important. Planning strategically is the counter to the all-things syndrome. It is about identifying a limited number of key strategic activities that the organization must undertake to move successfully into the future. Using the new strategic direction will help to bring focus to LMCI’s future activities.

**Strategic Approach**

LMCI currently provides a wide portfolio of programs, services, and joint activities — its annual operational and business plans. The approach in defining the new strategic direction was not to identify what LMCI is doing today, but to determine what is not being done today, and must be done in the future to be successful. This strategic direction is not about business as usual — it is about change!

This approach separates the strategic direction and five-year strategic plan from the annual operational plan. The strategic direction is a reminder, as the leadership team oversees the development of the annual operational plan, of what must be changed to steer towards the envisioned future.

**Updating the Five-Year Strategic Plan**

A strategic plan that covers the three- to five-year planning horizon can only stay current and relevant (in a finishing industry environment experiencing rapid and discontinuous change) if the governing body insures that the plan is updated on an annual basis. A strategic plan is not laser-beamed onto a marble tablet that can never be changed. It is the leadership team’s working document. Therefore, the governing body has both the right and the responsibility
to: 1) change the three- to five-year strategic plan when it needs to be changed (based on sound reasoning and assessment), and 2) update the plan on an annual basis.

Development of the Strategic Direction

The objective of the planning team was to develop a credible and relevant strategic direction that is distinguished both by its simplicity (user-friendly document) and its power to assist leadership in making decisions in order to sustain LMCI’s success.

The development of LMCI’s strategic direction was accomplished in four major phases:

Phase I: Plan for planning. Telephone discussions were initially conducted with LMCI’s leaders to make final decisions on the scope of the planning project and the planning process, to insure that all logistics and administrative issues were resolved, and all questions were answered.

Phase II: Relevant LMCI background materials and information were developed or gathered for distribution to the planning team prior to the planning meeting.

Phase III: The crafting of the strategic direction that includes the development of:

- Ten-year strategic external and internal assumptions;
- Three- to five-year strategic plan;
- Required infrastructure changes;
- Mission and goals; and
- Strategies and milestones.

Phase IV: LMCI will need to develop policies and procedures to effectively implement the new strategic direction.

We wish to thank LMCI’s board members, volunteers, and staff who offered their valuable time and hard work to participate in the successful development of this strategic direction. It is the responsibility of the entire LMCI leadership team to give the new direction meaning and life.

STRATEGIC ASSUMPTIONS

External Assumptions

The following are LMCI’s ten-year assumptions concerning the essential, external trends, challenges, or issues that will impact Cooperative Initiatives and the LMCI in the future. They may represent either future opportunities or threats to LMCI.

- There are a number of trends and forces changing and impacting the industry’s future work force, including:
  - A growing lack of skilled workers,
Recruitment challenges and difficulties,

Tremendous competition for skilled workers,

Less family leadership and ownership succession in companies, and

Changes in workers’ lifestyles (want part-time work, no travel, no hard physical work, etc.).

There is increasing competition to collectively bargained companies in many forms, including:

- Direct competition from non-union companies,
- Dishonest union competitors,
- Consolidation in the industry (loss of union shops), and
- Changes in purchasing practices.

Political and governmental issues will continue to impact the finishing industry, such as:

- OSHA intrusion, regulations, and environmental challenges will likely increase,
- Increased regulatory and political changes,
- The continuing underground economy,
- The threat of recession and tight money is always a factor,
- Working conditions will continue to change, and
- Wage laws will remain a factor.

Technology will continue to rapidly change how the industry does business (changes in architecture and structures, communications, business methods, etc.)

Industry image improvement and marketing will be a challenge, including the need:

- To increase the positive perceptions of the industry, unions and contractors, and
- For the industry to better market to and hear from potential clients.

The residential finishing market will continue to grow because baby-boomer generation can afford to remodel their homes.

**Internal Assumptions**

The planning group also identified the current internal areas where they believe the LMCI must change in order to successfully move into the future and to better serve its partners and key stakeholders.

- LMCI will need to:
  - Significantly improve marketing communications up, down, and across the Cooperative Initiative and with key stakeholders (better promote LMCI’s success, make better use of the Internet, have it own web site, etc.)
♦ Make increased use of advanced technology in program delivery and Cooperative Initiative communications.

♦ Improve its management/leadership education and networking programs and services.

♦ Build addition resources to execute its mission (human capital, financial, technological, etc.).

♦ Increase its interaction with the local and regional areas in the IUPAT and FCA, and with other LMCFs.

♦ Review the governance system and leadership succession planning and development processes and procedures.

♦ Conduct additional market/key stakeholder assessment and research to better understand the industries’ and key stakeholders’ wants and needs (how committed are contributors, local entities and the industry to labor management cooperation?).

♦ Develop more win-win strategic alliances with other organizations to advance LMCI’s strategic direction.

**THREE- TO FIVE-YEAR PLANNING HORIZON**

The following is LMCI’s three- to five-year strategic plan which consists of an envisioned future and key, short-term infrastructure actions that are required to better link the infrastructure to the new strategic plan. A three- to five-year mission statement (LMCI’s service niche), goal statements, strategies and milestones for each goal.

**Three- to Five-Year Envisioned Future**

An envisioned future is a simple and concise picture of an ideal, desired future for the organization. The envisioning process involves the leadership team reaching consensus concerning what future success will look like for the organization. By engaging in an envisioning process, the organization already is beginning to create its own future. It sets direction and helps to focus the strategic planning efforts of the organization. The process of developing an envisioned future is as important as the direction itself. The envisioned future does not supplant the strategic plan, it comes before it. The envisioned future sets the tone and direction for the strategic planning process.

**By 2005 LMCI will:**

- Have increased funding and participation at all industry partner levels.
- Enjoy increased governmental grants.
- Offer new and unique educational programs and seminars with increased program applicants (the educational programs of choice by the industry).
Facilitate the creation of additional industry career opportunities.

Be the recognized credible voice of cooperation in the finishing industry.

Be a pro-active facilitator in assisting labor and management to discuss their positions on public policy issues of mutual interest (there will be more consolidated industry positions).

Be a clearinghouse and forum for public policy issues affecting the industry.

Utilized new technology in its communication with key stakeholders and in the delivery of its products, programs and services.

Have increased visibility, public image and awareness.

Have an integrated marketing plan for both essential stakeholders and selected external publics.

Be involved in successful strategic alliances and partnerships to bring additional resources and to fulfill its mission.

Utilize a clear and consistent strategic direction.

Infrastructure Issues (Next 12 to 20 months)

The planning group also identified areas in LMCI’s infrastructure that will need to be reviewed and possibly reshaped in order to better align the infrastructure with its new strategic direction and to support more effectively LMCI’s future success. These issues need to be addressed in the next twelve to eighteen months in LMCI’s operational plans to better enable the implementation of the strategic plan over the next 36 to 60 months.

Financial:

♦ Increase all sources of funding.
♦ Seek additional grants.

Governance:

♦ Review and reshape the governance system to:
♦ Improve and formalize the volunteer leadership succession planning and leadership development at all levels.
♦ Develop an increased knowledge-based strategic governing system and decision-making process.
♦ Review its Board size and composition.
♦ Clarify the Board’s roles and responsibilities.
♦ Provide increased Board leadership training.
♦ Conduct annual Board strategic retreats.

Committees:

♦ Review and significantly reshape the committee system to:
• Be more user-friendly to the amount of time that future volunteers will have to give.
• Be more competency-based than politically driven.
• Be aligned with the new strategic plan.
• Staff:
  ♦ Review staff’s current capabilities, expertise, capacity, and resources to insure the successful support and implementation of the new long-range strategic plan.
  ♦ Develop plans to increase and optimize communications with key stakeholders groups – intense, effective communication up, down, and across the organization.
  ♦ Explore additional outsourcing for staff activities.
  ♦ Improve marketing and marketing research staff capabilities.

**MISSION STATEMENT**

A mission statement is a concise description of LMCI’s fundamental niche as it pursues its new three to five goals. The mission statement should answer the following questions: 1) Why do we exist? 2) Who do we exist for? and 3) In the broadcast sense, what do we accomplish? The mission statement defines what is appropriate for LMCI to be doing. All LMCI activities (old/new) must be reviewed against the mission statement.

*The Labor Management Cooperation Initiative (LMCI) advances the collectively bargained and finishing industries through communication, trust, and mutual respect between the International Union of Painters and Allied Trades (IUPAT) and the Finishing Contractors Association (FCA).*

**LONG-RANGE GOALS**

The following represents LMCI’s long-range goals that encompass its three- to five-year direction. These goals are outcome-oriented statements that lead LMCI towards its envisioned future. These goals are not in any order of priority. All of the goals will need to be accomplished if LMCI is to fully achieve its three- to five-year quest.

**By 2005:**

• LMCI will be the primary resource for leader education, knowledge exchange, and networking that
improves the capabilities of the unionized finishing industries’ workforce.

- LMCI will be the recognized leader of the labor management cooperative approach to advance the collectively bargained finishing industry.
- LMCI will be the driving force in expanding cooperative initiatives to additional finishing industry associations and union entities at all levels.

**LONG-RANGE GOALS & STRATEGIES**

Strategies indicate how LMCI will organize, focus, and expend its resources and actions to maximize its effectiveness and efficiency in achieving these goals. The strategies must be reviewed and updated on an annual basis.

Milestones are used to determine the overall progress toward a goal. They indicate how close LMCI is to achieving a goal as it executes the individual strategies for each goal. The milestones measure goal achievement, not strategy achievement.

**Goal A:** LMCI will be the primary resource for leader education, knowledge exchange, and networking that improves the capabilities of the unionized finishing industries’ workforce.

**Strategies:**

A1. Develop and enhance LMCI’s leadership/management education programs and opportunities for knowledge exchange.
A2. Build an exceptional website with internal and external fields and links to IUPAT’s and FCA’s websites.
A3. Design and implement an effective workforce data system.
A4. Create an ongoing assessment and market research process that flexibly evaluates and meets the changing needs of key industry stakeholders and the union and contractors.
A5. Develop strategic alliances to increase LMCI’s resources.

**Milestones:**

- An increase in:
  - Management training opportunities and written programs.
  - The number of programs attendees.
  - The number of interactive hits on the internal sections of the website.
  - Strategic alliances that bring increased resources to LMCI.
  - Funding and program revenue.
◆ The number of requests for information and inquiries.
◆ The number of people on the workforce database.
◆ In the use of the workforce database.

◆ The existence of:
  ◆ An LMCI website.
  ◆ The workforce database.

**Goal B:** LMCI will be the recognized leader of the labor management cooperative approach to advance the collectively bargained finishing industry.

**Strategies:**

B1. Develop an integrated, external, marketing plan/activities to identify audiences and increase the awareness of LMCI’s Cooperative Initiative throughout the finishing industry and to essential stakeholder groups.

B2. Develop resources and forums to facilitate labor and management discussions on public policy issues of mutual interests.

B3. Develop cooperative relationships with other organizations that support LMCI’s Cooperative Initiative and mission.

B4. Allocate appropriate resources to staff to implement these strategies.

**Milestones:**

◆ An increase in:
  ◆ The number of forums at the regional and local level.
  ◆ The number of joint public positions.
  ◆ LMCI awareness (survey/re-survey).
  ◆ Funding and contributions.
  ◆ The number of recruits, apprenticeships, and number of hours worked in the industry.
  ◆ Interactive hits on the external section of LMCI’s website.
  ◆ Media access, articles, interviews, and contacts for information.
  ◆ Positive media stories.
  ◆ Strategic partnerships.

◆ The existence of an external marketing plan.
Goal C: LMCI will be the driving force in expanding cooperative initiative to additional finishing industry associations and union entities at all levels.

Strategies:

C1. Develop a presentation by employees and labor for the local area entities.
C2. Develop a plan to deliver the presentations and increase cooperation.
C3. Engage in constant communications including forums for feedback and follow-up at the local levels.

Milestones:

- An increase in:
  - Recognition of LMCI and the Cooperative Initiative.
  - Cooperative and joint activities at all local levels.
  - The utilization of LMCI’s services at the local level.
  - Requests for participation at the local level.
- The existence of:
  - A presentation.
  - An implementation plan for the presentation.
  - Communication tools.
THE P&AT LMCI STRATEGIC PLAN BIENNIAL UPDATE

Mission Statement

The Painters and Allied Trades Labor Management Cooperation Initiative (P&AT LMCI) advances the collectively bargained finishing industry through communication, trust and mutual respect between the International Union of Painters and Allied Trades (IUPAT) and the Finishing Contractors Association (FCA).

Goal A: The P&AT LMCI will be the primary resource for leader education, knowledge exchange and networking that improves the capabilities of the unionized finishing industries’ workforce.

Milestones:
- Undertaken the development of a web site, (www.LMCIonline.org), that will take advantage of new technology to expand its marketing programs, provide current information and promote the benefits of the P&AT LMCI. Key industry words will power search engines that will lead traffic to our web site’s home page.
- Laid the foundation for enhanced Supervisor Education programs and opportunities for knowledge exchange.

Goal B: The P&AT LMCI will be recognized leader of the labor-management cooperative approach to advance the collectively bargained finishing industry.

Milestones:
- Partnered with the International Union of Painters and Allied Trades, the Finishing Contractors Association, the International Union of Painters And Allied Trades Joint Apprenticeship and Training Fund, and the Painter and Allied Trades Industry Pension Fund to launch and implement an international marketing, advertising and communications campaign to increase the membership and market share within the finishing industry.
- Continued the industry marketing programs with our regional partners through radio, television and print advertisement.

Goal C: The P&AT LMCI will be driving force in expanding cooperative initiatives to additional finishing industry associations and union entities at all levels.

Milestones:
- Increased the P&AT LMCI presence at industry related trade shows.
- Continued the P&AT LMCI presence at “IUPAT New Officer’s Training.”
- Continued the P&AT LMCI presence at employer association functions.