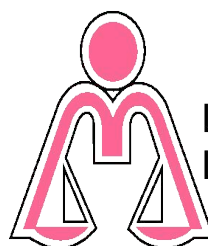




2007 – 2012 Strategic Plan



Legal Aid Manitoba
L'Aide Juridique du Manitoba

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Strategic Context

OUR HISTORY

Legal Aid Manitoba became a legislated service in 1971 and opened its doors to clients in 1972. Legal Aid Manitoba operates at arms length from government, with funding from the Province of Manitoba, the Government of Canada, the Manitoba Law Foundation and fees paid by clients.

We serve clients through our administration office and five community law offices in Winnipeg and four regional offices located in Thompson, Dauphin, The Pas and Brandon. We partner with private bar lawyers to provide legal services in a mixed delivery system. Lawyers and paralegals regularly travel to more than 40 communities. We expect to provide service to approximately 80,000 people annually.

OUR MANDATE

Legal Aid Manitoba is governed by *The Legal Aid Manitoba Act*. The Act requires that we:

- Provide quality legal advice and representation to eligible low-income individuals and groups.
- Administer the delivery of legal aid in a cost-effective and efficient manner.
- Provide advice to the Minister on legal aid generally and on the specific legal needs of low-income individuals.

OUR STATEMENT OF PURPOSE

Legal Aid Manitoba is committed to ensuring equal access to justice for all Manitobans.

OUR VISION

We serve low-income citizens who need legal help and strive to do so with respect and compassion. Our service is fundamental to a fair and balanced justice system and we play an important role in shaping a just and humane community.

- We are committed to creating an innovative, collaborative organization that is flexible and responsive to clients.
- Collectively, we are committed to creating a workplace where all employees feel valued and our reputation for excellence attracts talented new people and private bar partners to join us in making a difference.

OUR CORE VALUES

As a service, we are guided by these shared values:

- **CLIENTS**

We tailor our decisions, programs, and resources to best meet client needs in a manner that is culturally sensitive, fair and inclusive.

- **EMPLOYEES**

We are guided by an accessible Respectful Workplace policy and practices.

- **RESOURCES**

We are fiscally accountable, balance our budget, and make effective use of the resources we have while creatively seeking funding for special projects and major legal challenges.

- **PARTNERSHIPS**

We value our private bar partners as a critical part of our service.

- **COMMUNITY**

We participate in the broader public dialogue on justice and social issues and communicate our essential role in a positive manner.



An Overview of the Strategic Action Plan 2007 - 2012

AREAS OF STRATEGIC FOCUS	LEADERSHIP	2007	2008	2009	2010	2011
		1 2 3 4				
1. PEOPLE MANAGEMENT <ul style="list-style-type: none"> ● Increase control over hiring practices ● Develop organization wide orientation program. Augment systems training ● Develop training program for managers/supervisors ● Limit the number of people reporting to a supervisor to a manageable size ● Foster a positive management style throughout the organization ● Educate staff re: policies and procedures relevant to human resources ● Develop an effective termination process ● Convert contract positions to civil service 	<i>Director of Policy, Corporate and Client Services</i>		→	→		
2. CLIENT SERVICE <ul style="list-style-type: none"> ● Review the Policy Manual ● Communicate policy to staff ● Establish province wide service standard 	<i>Policy Analyst Management</i>	→	→	→		
3. RESOURCES AND FINANCE <ul style="list-style-type: none"> ● Acquire, allocate, prioritize and steward resources and increase accountability ● Ensure LAM is proactive in the annual budgeting process with the Government ● Allocate resources based on best practices 	<i>Executive Frontline Managers Policy Analyst</i>		→	→	→	→
4. COMMUNICATIONS <ul style="list-style-type: none"> ● Improve staff morale and internal communications ● Update public information and external communications ● Increase visibility and relevance through community outreach 	<i>Communications Officer</i>	→	→	→	→	→
5. RELATIONSHIP WITH THE PRIVATE BAR <ul style="list-style-type: none"> ● Increase and maintain private bar participation in legal aid family and criminal cases 	<i>Executive</i>			→	→	→

AREAS OF STRATEGIC FOCUS	LEADERSHIP	2007				2008	2009	2010	2011
		1	2	3	4				
6. SHORTAGE OF CRIMINAL AND FAMILY LAWYERS <ul style="list-style-type: none"> Partner with other stakeholders in the justice system to attract lawyers to family and criminal law Explore and develop incentives for lawyers to practice outside of Winnipeg 	<i>Executive</i>								
7. ORIENTATION, TRAINING AND DEVELOPMENT OF SUPPORT STAFF <ul style="list-style-type: none"> Uniform training of staff Standardize training for new employees Complete a thorough orientation package 	<i>Human Resources Officer</i>								
8. CONTINUOUSLY IMPROVE TECHNOLOGY <ul style="list-style-type: none"> Establish a permanent systems representative in each office Develop a mechanism to identify technological needs within the organization Upgrade and improve our in-house applications (LAMAS) 	<i>Systems</i>								
9. GOVERNANCE <ul style="list-style-type: none"> To clearly delineate and communicate roles and responsibilities of Management Council, the Executive Director and the Executive Team 	<i>Management Council</i> <i>Executive</i>								



Areas of Strategic Focus

1. PEOPLE MANAGEMENT

INTENT:	To improve the working environment from the first day on the job to the last			
GOALS:	<ul style="list-style-type: none"> ● Increase control over hiring practices ● Develop organization-wide orientation program. Augment systems training ● Develop training program for managers/supervisors ● Limit the number of people reporting to a supervisor to a manageable size ● Foster a positive management style throughout the organization ● Educate staff re: policies and procedures relevant to human resources ● Develop an effective termination process ● Convert contract positions to civil service 			
MEASURES:	Employee satisfaction through surveys			
<i>Action Steps</i>	<i>Who</i>	<i>When</i>	<i>Monetary Costs</i>	<i>Outcomes/ Measures</i>
<ul style="list-style-type: none"> ● List open positions and status ● Post explanation of hiring process 	<ul style="list-style-type: none"> ● Director of Policy, Corporate and Client Services 	<ul style="list-style-type: none"> ● September 1, 2007 	<ul style="list-style-type: none"> ● No Costs 	<ul style="list-style-type: none"> ● Improved understanding of the open positions and what is being done to fill the positions
<ul style="list-style-type: none"> ● Create Orientation Week including LAMAS, OpenOffice, Office and LA Policies and Procedures with follow-up 	<ul style="list-style-type: none"> ● Senior Attorneys ● Office Managers ● Systems 	<ul style="list-style-type: none"> ● April 1, 2008 	<ul style="list-style-type: none"> ● Travel Cost 	<ul style="list-style-type: none"> ● Increased familiarity in the first month as staff more aware of responsibilities and functions
<ul style="list-style-type: none"> ● Lobby Treasury Board to allocate more civil service staff years to LAM 	<ul style="list-style-type: none"> ● Management Council ● Executive 	<ul style="list-style-type: none"> ● Ongoing 	<ul style="list-style-type: none"> ● Cost Neutral 	<ul style="list-style-type: none"> ● More civil service staff years ● Improved job security and retention of staff
<ul style="list-style-type: none"> ● Create orientation for new Managers 	<ul style="list-style-type: none"> ● Supervising Attorneys ● HR Officer 	<ul style="list-style-type: none"> ● July 1, 2008 	<ul style="list-style-type: none"> ● Unknown 	<ul style="list-style-type: none"> ● Improved management ● Avoidance of “bad management techniques”
<ul style="list-style-type: none"> ● Divide “Super-Offices” into smaller functional groups 	<ul style="list-style-type: none"> ● Supervising Attorneys 	<ul style="list-style-type: none"> ● ASAP 	<ul style="list-style-type: none"> ● Unknown 	<ul style="list-style-type: none"> ● Create a better span of control allowing closer supervision while creating a more cohesive group
<ul style="list-style-type: none"> ● Develop and implement a termination process 	<ul style="list-style-type: none"> ● Director of Policy, Corporate and Client Services ● HR Officer 	<ul style="list-style-type: none"> ● October 1, 2007 	<ul style="list-style-type: none"> ● Nominal 	<ul style="list-style-type: none"> ● Ensure LAM's assets are protected/returned ● Exit interviews – possibly leading to improvements at LAM
<ul style="list-style-type: none"> ● Encourage, facilitate and communicate professional development opportunities 	<ul style="list-style-type: none"> ● Executive 	<ul style="list-style-type: none"> ● As needed 	<ul style="list-style-type: none"> ● No Costs 	<ul style="list-style-type: none"> ● Increased awareness of professional development opportunities
<ul style="list-style-type: none"> ● Inform staff of ongoing changes within Legal Aid 	<ul style="list-style-type: none"> ● Communications Officer 	<ul style="list-style-type: none"> ● Ongoing 	<ul style="list-style-type: none"> ● No Costs 	<ul style="list-style-type: none"> ● Improved understanding of functioning of Legal Aid Manitoba

2. CLIENT SERVICE

INTENT	Improve client service including fairness and balance between Winnipeg and the rest of the province.			
GOALS:	<ul style="list-style-type: none"> Review the Policy Manual Communicate policy to staff Establish province-wide service standard 			
MEASURES:	Client Satisfaction through surveys			
Action Steps	Who	When	Monetary Costs	Outcomes/ Measures
<ul style="list-style-type: none"> Review of Policy Manual 	<ul style="list-style-type: none"> Area Director Policy Analyst 	<ul style="list-style-type: none"> April 1, 2008 	<ul style="list-style-type: none"> No Costs 	<ul style="list-style-type: none"> Clarity and consistency of policy
<ul style="list-style-type: none"> Review new Policy Manual at Management Council 	<ul style="list-style-type: none"> Management Council 	<ul style="list-style-type: none"> July 1, 2008 	<ul style="list-style-type: none"> No Costs 	<ul style="list-style-type: none"> Council officially establishes the new Policy Manual
<ul style="list-style-type: none"> Distribute and educate staff on new Policy Manual 	<ul style="list-style-type: none"> Management Council Executive 	<ul style="list-style-type: none"> Immediate after above 	<ul style="list-style-type: none"> \$50,000.00 	<ul style="list-style-type: none"> Policy set with clarity province wide Policy used consistently by all staff
<ul style="list-style-type: none"> Educate stakeholders on the new Policy Manual 	<ul style="list-style-type: none"> Management Council Executive Staff 	<ul style="list-style-type: none"> As necessary 	<ul style="list-style-type: none"> Unknown 	<ul style="list-style-type: none"> Appropriate policy communicated to all members of the judicial/legal community
<ul style="list-style-type: none"> Communicate new policies to the public 	<ul style="list-style-type: none"> Communications Officer 	<ul style="list-style-type: none"> As necessary 	<ul style="list-style-type: none"> \$15,000.00 	<ul style="list-style-type: none"> Appropriate policy communicated to clients and public Measured by public survey
<ul style="list-style-type: none"> Ongoing review of Policy Manual 	<ul style="list-style-type: none"> Management Council Executive Area Directors 	<ul style="list-style-type: none"> Periodic 	<ul style="list-style-type: none"> No cost 	<ul style="list-style-type: none"> Maintains consistency in the provision of legal aid
<ul style="list-style-type: none"> Increase financial eligibility guidelines 	<ul style="list-style-type: none"> Management Council Executive 	<ul style="list-style-type: none"> Fiscal Year 2008/09 	<ul style="list-style-type: none"> Government funded \$250,000.00 (new) 	<ul style="list-style-type: none"> Increased access to legal aid for low-income clients Increased number of applications approved based on financial eligibility Increased profile for LAM

3. RESOURCES AND FINANCE

INTENT:	Maximize use of LAM's resources and finances			
GOALS:	<ul style="list-style-type: none"> Acquire, allocate, prioritize and steward resources and increase accountability Ensure LAM is proactive in the annual budgeting process with the Government Allocate resources based on best practices 			
MEASURES:	<ul style="list-style-type: none"> Supervisors understand the budgeting process LAM performs within budget or variances are adequately explained and documented 			
<i>Action Steps</i>	<i>Who</i>	<i>When</i>	<i>Monetary Costs</i>	<i>Outcomes/ Measures</i>
<ul style="list-style-type: none"> Share information about finances within organization 	<ul style="list-style-type: none"> Executive Supervising Attorneys 	<ul style="list-style-type: none"> Immediate Ongoing 	<ul style="list-style-type: none"> No Costs 	<ul style="list-style-type: none"> Improved grass-roots management of finances
<ul style="list-style-type: none"> Increase accountability for budget allocations and staff resources within each office 	<ul style="list-style-type: none"> Executive Supervising Attorneys 	<ul style="list-style-type: none"> March 31, 2009 	<ul style="list-style-type: none"> No Costs 	<ul style="list-style-type: none"> Improved management of resources
<ul style="list-style-type: none"> Evaluate and communicate allocation of resources to administration 	<ul style="list-style-type: none"> Supervising Attorneys 	<ul style="list-style-type: none"> March 31, 2008 Ongoing 	<ul style="list-style-type: none"> \$12,000.00 (office retreats) Unknown 	<ul style="list-style-type: none"> Recommendations to improve office efficiency
<ul style="list-style-type: none"> Identify opportunities to find funding for new projects 	<ul style="list-style-type: none"> Executive Policy Analyst 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> No Costs 	<ul style="list-style-type: none"> New projects and increased funding



4. COMMUNICATIONS

INTENT:	Improve internal and external communications with staff, the public, clients, media, agencies, private bar, government, judiciary, law students			
GOALS:	<ul style="list-style-type: none"> • Improve staff morale and communication • Update public information vehicles/media • Increase visibility and relevance through community outreach 			
MEASURES:	Improved staff morale as measured by employee survey, increased media coverage and public outreach attendance			
<i>Action Steps</i>	<i>Who</i>	<i>When</i>	<i>Monetary Costs</i>	<i>Outcomes/ Measures</i>
<ul style="list-style-type: none"> • INTERNAL • Executive to visit each office 	<ul style="list-style-type: none"> • Executive 	<ul style="list-style-type: none"> • Periodic 	<ul style="list-style-type: none"> • Travel costs 	<ul style="list-style-type: none"> • Improved morale and information sharing
<ul style="list-style-type: none"> • Publish LAM newsletter 	<ul style="list-style-type: none"> • Communications Officer 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • No Costs 	<ul style="list-style-type: none"> • Increased staff knowledge of LAM
<ul style="list-style-type: none"> • Publish In the Loop Intranet snapshot 	<ul style="list-style-type: none"> • Communications Officer 	<ul style="list-style-type: none"> • Weekly 	<ul style="list-style-type: none"> • No Costs 	<ul style="list-style-type: none"> • Increased staff knowledge of LAM
<ul style="list-style-type: none"> • Establish lunch information sessions 	<ul style="list-style-type: none"> • Communications Subcommittee • HR Officer 	<ul style="list-style-type: none"> • Monthly 	<ul style="list-style-type: none"> • No Costs 	<ul style="list-style-type: none"> • Improved information sharing
<ul style="list-style-type: none"> • EXTERNAL • Issue press releases and success stories 	<ul style="list-style-type: none"> • Communications Officer 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • No Costs 	<ul style="list-style-type: none"> • Improved community profile
<ul style="list-style-type: none"> • Develop and redo brochure and fact sheets about LAM 	<ul style="list-style-type: none"> • Communications Officer 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Printing costs 	<ul style="list-style-type: none"> • Improved community profile and understanding
<ul style="list-style-type: none"> • Represent LAM at Career Day and Law Day 	<ul style="list-style-type: none"> • Communications Officer 	<ul style="list-style-type: none"> • April and October annually 	<ul style="list-style-type: none"> • No Costs 	<ul style="list-style-type: none"> • Improved community profile • 100% of articling students recruited each year



5. RELATIONSHIP WITH PRIVATE BAR

INTENT:	Increase number of private bar lawyers on the Active Panel list			
GOAL:	<ul style="list-style-type: none"> ● Increase and maintain private bar participation in legal aid family and criminal cases 			
MEASURES:	Increase in private bar lawyers willing to accept legal aid cases			
<i>Action Steps</i>	<i>Who</i>	<i>When</i>	<i>Monetary Costs</i>	<i>Outcomes/Measures</i>
<ul style="list-style-type: none"> ● Review issuing policies with respect to private bar 	<ul style="list-style-type: none"> ● Executive ● Area Director 	<ul style="list-style-type: none"> ● Ongoing 	<ul style="list-style-type: none"> ● No Costs 	<ul style="list-style-type: none"> ● Improved relationship with private bar
<ul style="list-style-type: none"> ● Publish Tariff on our website 	<ul style="list-style-type: none"> ● Systems 	<ul style="list-style-type: none"> ● October 1, 2007 	<ul style="list-style-type: none"> ● No Costs 	<ul style="list-style-type: none"> ● Enhanced service to private bar
<ul style="list-style-type: none"> ● Identify compensation levels that will attract and retain private bar participation 	<ul style="list-style-type: none"> ● Executive 	<ul style="list-style-type: none"> ● September 1, 2007 	<ul style="list-style-type: none"> ● Government funded (New – to be determined) 	<ul style="list-style-type: none"> ● Increased private bar participation ● Increased pro bono participation
<ul style="list-style-type: none"> ● Provide private bar lawyers access to legal research 	<ul style="list-style-type: none"> ● Executive ● Systems 	<ul style="list-style-type: none"> ● October 1, 2007 	<ul style="list-style-type: none"> ● \$5000.00 - \$10,000.00 annually 	<ul style="list-style-type: none"> ● Improved relationship with private bar

6. SHORTAGE OF CRIMINAL AND FAMILY LAWYERS

INTENT:	Address the shrinking pool of both family and criminal lawyers in Manitoba.			
GOAL:	<ul style="list-style-type: none"> ● Partner with other stakeholders in the justice system to attract lawyers to the practice of family and criminal law ● Explore and develop incentives for lawyers to practice outside of Winnipeg 			
MEASURES:				
<i>Action Steps</i>	<i>Who</i>	<i>When</i>	<i>Monetary Costs</i>	<i>Outcomes/Measures</i>
<ul style="list-style-type: none"> ● Liaise with Manitoba Justice and the Faculty of Law to develop strategies 	<ul style="list-style-type: none"> ● Management Council ● Executive 	<ul style="list-style-type: none"> ● March 1, 2009 	<ul style="list-style-type: none"> ● Cost neutral 	<ul style="list-style-type: none"> ● Unified strategy for attracting and retaining lawyers
<ul style="list-style-type: none"> ● Develop and implement recruitment campaign for articling students 	<ul style="list-style-type: none"> ● HR Officer 	<ul style="list-style-type: none"> ● Ongoing 	<ul style="list-style-type: none"> ● Advertising Costs 	<ul style="list-style-type: none"> ● Expanded hiring pool
<ul style="list-style-type: none"> ● Identify and recommend to the Deputy Minister programs and incentives that would attract lawyers to family and criminal law 	<ul style="list-style-type: none"> ● Management Council ● Executive 	<ul style="list-style-type: none"> ● March 1, 2009 	<ul style="list-style-type: none"> ● No Costs 	<ul style="list-style-type: none"> ● Unified strategy for attracting and retaining lawyers
<ul style="list-style-type: none"> ● Expand our mentorship program 	<ul style="list-style-type: none"> ● Executive ● Supervising Attorneys 	<ul style="list-style-type: none"> ● June, 2008 	<ul style="list-style-type: none"> ● No Costs 	<ul style="list-style-type: none"> ● Expanded pool of lawyers and improved articles

7. ORIENTATION, TRAINING AND DEVELOPMENT OF SUPPORT STAFF

INTENT:	To standardize orientation for newcomers and training and manuals for existing staff			
GOAL:	<ul style="list-style-type: none"> Staff uniformly trained Standardized training for new employees Complete thorough orientation package 			
MEASURES:	Employer and employee satisfaction through surveys			
Action Steps	Who	When	Monetary Costs	Outcomes/ Measures
<ul style="list-style-type: none"> Provide computer training and ensure follow-up 	<ul style="list-style-type: none"> Systems 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> No Costs 	<ul style="list-style-type: none"> Improved knowledge and familiarity with computer systems
<ul style="list-style-type: none"> Provide cross training for support staff 	<ul style="list-style-type: none"> Office Manager or Designate 	<ul style="list-style-type: none"> March 31, 2008 Ongoing 	<ul style="list-style-type: none"> No Costs 	<ul style="list-style-type: none"> Increased office efficiency and flexibility Standardized training for all support staff
<ul style="list-style-type: none"> Create an operating manual for each office 	<ul style="list-style-type: none"> Support Staff Subcommittee 	<ul style="list-style-type: none"> March 1, 2008 	<ul style="list-style-type: none"> No Costs 	<ul style="list-style-type: none"> Improved resources Consistent information for clients

8. CONTINUOUSLY IMPROVE TECHNOLOGY

INTENT:	To ensure staff have technological tools and training to perform their role effectively			
GOALS:	<ul style="list-style-type: none"> Establish a permanent systems rep in each office Develop a mechanism to identify technological needs within the organization Upgrade and improve our in-house applications (LAMAS) 			
MEASURES:	Employee satisfaction through surveys			
Action Steps	Who	When	Monetary Costs	Outcomes/ Measures
<ul style="list-style-type: none"> Improve user service through technological enhancements 	<ul style="list-style-type: none"> Executive Systems 	<ul style="list-style-type: none"> LAMAS: March, 2008 Ongoing 	<ul style="list-style-type: none"> No Costs 	<ul style="list-style-type: none"> Improved service to clients and users Enhanced time management
<ul style="list-style-type: none"> Establish a permanent systems rep in each office 	<ul style="list-style-type: none"> Systems 	<ul style="list-style-type: none"> October 1, 2007 	<ul style="list-style-type: none"> No Costs 	<ul style="list-style-type: none"> Increased staff involvement in technological decisions
<ul style="list-style-type: none"> Develop mechanism to identify technological needs within the organization 	<ul style="list-style-type: none"> Executive Systems 	<ul style="list-style-type: none"> March 1, 2008 	<ul style="list-style-type: none"> No Costs 	<ul style="list-style-type: none"> Increased staff involvement in technological decisions

9. GOVERNANCE

INTENT:	To clearly delineate and communicate roles and responsibilities of Management Council, the Executive Director and the Executive Team			
GOALS:	<ul style="list-style-type: none"> • Improve understanding of roles and responsibilities 			
MEASURES:	Management Council and Executive satisfaction through surveys			
<i>Action Steps</i>	<i>Who</i>	<i>When</i>	<i>Monetary Costs</i>	<i>Outcomes/ Measures</i>
<ul style="list-style-type: none"> • Review roles of Council, Chair, Executive Director and Executive 	<ul style="list-style-type: none"> • Chair • Executive Director 	<ul style="list-style-type: none"> • June, 2007 	<ul style="list-style-type: none"> • \$1,200.00 	<ul style="list-style-type: none"> • Clear delineation and understanding of roles and responsibilities
<ul style="list-style-type: none"> • Council retreat to discuss self-assessment and appraisal of Council 	<ul style="list-style-type: none"> • Management Council 	<ul style="list-style-type: none"> • September, 2007 	<ul style="list-style-type: none"> • \$1,000.00 	<ul style="list-style-type: none"> • Improved understanding of Management Council role
<ul style="list-style-type: none"> • Branding of Legal Aid Manitoba 	<ul style="list-style-type: none"> • Management Council 	<ul style="list-style-type: none"> • September, 2007 	<ul style="list-style-type: none"> • Unknown 	<ul style="list-style-type: none"> • Improved profile within the public and legal community



Moving Forward

NEXT STEPS

- Develop, for review, companion one-year business plan – Policy Analyst (September, 2007)
- Develop, for review, simplified strategic plan and actions plans – Communications Officer (June, 2008)
- Develop, for review, two-page high level overview of strategic plan – Communications Officer (June, 2008)

EXECUTIVE APPROVAL

- Legal Aid Manitoba Executive Director and Executive Team to approve simplified strategic plan (June, 2007)
- Draft Strategic Plan presented to Management Council for discussion (June 26, 2007)

IMPLEMENTATION

- Director of Policy and Planning, Bill Malcolm, assumes responsibility for implementation and further development of action plans upon approval from Management Council (June, 2007 – ongoing)

COMMUNICATION

- Simplified strategic plan and two page overview circulated to all staff via the Intranet (September, 2007)
- Laminated “menu” presented to all staff – (December 6, 2007) (Communications Officer to develop)

STAFF SEMINAR DECEMBER 2007

- Prepare progress report for staff – (December 6, 2007)
- Re-engage all staff in strategic planning process – (December 6, 2007) – Director of Policy and Planning; Facilitator