



**Strategic Plan**  
**September 2018**



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# Table of Contents

<i>Overview</i> .....	2
<i>Timeless Core Ideology</i> .....	3
<i>BICSI South Pacific's B.A.G.:</i> .....	4
<i>How would BICSI South Pacific be different?</i> .....	5
<i>Long-Range Goals, Strategies and Indicators of Achievement</i> .....	5
<i>Three -Year Goals</i> .....	6

## Overview

On August the 30<sup>th</sup>, 2018, a strategic planning group consisting of the board and senior staff of the (BICSI South Pacific) met in Melbourne, Victoria and via Conference Call to update its long-range strategic direction.

This planning document defines BICSI South Pacific's clear strategic direction. It is the planning group's consensus on what will constitute the organisation's future success. It answers the following two fundamental strategic questions:

1. Why will BICSI South Pacific exist in the future? *Its reason for being and core purpose*; and
2. Where is BICSI South Pacific going? *Its future direction and goals*.

### ***Planning Strategically:***

The existence of this strategic direction and its successful implementation signals the leadership team's desire to lead BICSI South Pacific strategically. Developing a strategic direction is not a one-time event, but an ongoing commitment and process. The strategic direction represents a compass that will be used to guide and focus BICSI South Pacific's future, strategic decision-making and ongoing operational work.

### ***Strategic Focus:***

Organisational strategic focus or intent is very important. One of the challenges that BICSI South Pacific faces is the fact that there is more it can do than it has resources to accomplish. The temptation to do everything can lead an organisation to try to be all things to all people. Planning strategically is the counter to the all-things syndrome. It is about identifying a limited number of goals that BICSI South Pacific must undertake to move successfully into the future.

### ***Strategic Approach/Philosophy:***

The approach in defining the new strategic direction was not to identify what BICSI South Pacific wants to continue doing today (its current operational plan). Rather, the team determined what the organisation is not doing today, but must engage in to be successful in the future. This strategic direction is not about business as usual — *it is about the change needed to stay relevant!* This separates the strategic plan from the operational plan; although both are important. The strategic direction is a constant reminder, as the leadership team oversees the development of the annual operational plan, of what must be changed to stay relevant to what members are seeing in their real world.

### ***Updating the Strategic Plan:***

A strategic plan can only stay current and relevant if BICSI South Pacific insures that the plan is updated. It is the leadership team's *working document*. Therefore, the governing body has both the right and the responsibility to change the strategic plan anytime it needs to be changed based on sound reasoning and assessment; and update the plan regularly on an ongoing basis.

## Timeless Core Ideology

**Core Ideology** describes an organisation's consistent identity that transcends all changes related to its relevant environment. Core Ideology consists of two elements: **Core Purpose** – BICSI South Pacific's reason for being – and **Core Values** – essential and enduring principles that guide the behavior of an organisation.

### Core Purpose:

*Advancing the information and communications technology (ICT) community in the South Pacific Region*

### Core Values:

- *Excellence*
- *Innovation*
- *Integrity*
- *Inclusiveness*
- *Leadership*
- *Proactivity*
- *Transparency*

### Long-Term Envisioned Future (6 years)

The **envisioned future** conveys a concrete yet unrealised vision for the organisation. It consists of a **big audacious goal (B.A.G.)** – a clear and compelling catalyst that serves as a focal point for effort.

## **BICSI South Pacific's B.A.G.:**

# ***BICSI South Pacific will be the ICT communities "Peak Body"***

***It will continue to complement BICSI Global's vision to be the "preeminent global resource for ICT credentials, standards, knowledge transfer, and career development."***

## **Indicators of Achievement**

The indicators of achievement are designed to measure the progress towards achieving the outcomes described in BICSI South Pacific's B.A.G. They should be reviewed yearly by the Board.

The indicators of achievement also help to clarify what is intended by the goal. They describe what the profession and BICSI South Pacific will look like when the B.A.G. is successfully completed.

## **If BICSI South Pacific accomplishes its B.A.G., what would be different?**

- **ICT infrastructure will be recognized as an essential utility;**
- **More requirements for BICSI Credentials and Standards on projects and organisational specifications;**
- **Higher quality installations;**
- **Better consistency in ICT infrastructure; and**
- **Greater presence within the South Pacific Region.**

## **How would BICSI South Pacific be different?**

- **Larger conferences;**
- **More conferences;**
- **Greater financial stability;**
- **Larger government relations/regulatory resources and presence;**
- **Increased membership;**
- **Increased number of credential holders; and**
- **Increased Volunteering for BICSI South Pacific – including Regional Coordinators, Committees and Board Positions.**

## **Long-Range Goals, Strategies and Indicators of Achievement**

**Goals** represent **outcome-oriented statements** intended to guide and measure BICSI South Pacific's future success.

**Strategies** indicate how BICSI South Pacific will organise, focus and expend its resources and actions to maximize its effectiveness and efficiency in achieving its three to five year goals. The strategies must be reviewed and updated on an annual basis.

### **Priority Key for Strategies:**

**High** = Must begin objective in next fiscal year

**Medium** = May begin objective, if resources permit, in next fiscal year

**Low** = Begin objective in subsequent fiscal year

**Indicators of Achievement** are used to determine the overall progress toward a goal. They indicate how close BICSI South Pacific is to achieving a goal as it executes the individual strategies for each goal. ***The indicators of achievement measure goal achievement, not strategy achievement.***

## Three -Year Goals

**Goals** represent **outcome-oriented statements** intended to guide and measure BICSI South Pacific's future success. The achievement of each goal will move the organisation towards the realisation of its five year **envisioned future**.

By 2020:

**Goal A:** *BICSI South Pacific will modernise and advance its communications vehicles to the ICT community in the South Pacific Region;*

**Goal B:** *BICSI South Pacific will provide greater participation on BICSI Global Committees, Standards & Manuals;*

**Goal C:** *BICSI South Pacific will expand its individual and corporate outreach membership programs;*

**Goal D:** *BICSI South Pacific will develop its training platform to enhance BICSI Global's educational programs and bring local focus to our Region; and*

**Goal E:** *BICSI South Pacific will modernise its Member Volunteer structure and participation.*