

# Canadian Construction Association Gold Seal Program



**Strategic\Business Plan 2006 - 2009**

June, 2006

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## **Strategic and Business Plan 2006 - 2009**

### **Gold Seal Mission Statement and Objectives**

The mission of the Gold Seal program is to establish, administer and continuously improve professional certification standards for construction management excellence and through promotion of education and training, certify managers of construction against these national standards.

The goals of the program are:

- **To have Gold Seal certification of Superintendents, Estimators, Project Managers and Owner's Project Managers recognized throughout the construction industry as the national standard for skill and competence**
- **To stimulate an environment that emphasizes continuous construction management education and training**
- **To promote construction management education and training that meets the Gold Seal National Curriculum Standard and is accessible on a national basis**
- **To maintain a certification program that is an accurate reflection of what the construction industry demands from its management personnel**

# Strategic Directions & Business Plan Actions

## 1) COMMUNICATIONS

The CCA Strategic Plan calls for the Association to identify key target audiences and review the effectiveness of its communication tools.

Gold Seal Strategic Directions:

**To enhance and strengthen its communications effectiveness, the Gold Seal Program will:**

- 1. Build an active, updated database of contacts with program clients.**
- 2. Develop a marketing strategy which focuses on a two-way flow of communications between CCA and local and provincial associations.**
- 3. Renovate the Gold Seal web site and draw on other electronic tools to improve program marketing and management.**

### Action Plan:

#### Year 1

- a) Design P.GSC database, ensuring staff management capability.
- b) Share the Gold Seal marketing plan with COOs to develop partnering opportunities.
- c) Draw on GSC subcommittees to develop information products (testimonials, interviews, book and software reviews, etc.).
- d) Redesign web site architecture, graphics and functionality.

#### Year 2

- a) Revise existing GSC database.
- b) Implement P.GSC database with web-based updating tools.
- c) Implement electronic data submission tools.
- d) Update marketing tools as supplies are renewed.

#### Year 3

- a) Continue improvements to databases and web tools
- b) Undertake in-depth survey of communication needs of COOs.

## 2) PARTNERSHIPS

The CCA Strategic Plan calls for the Association to find ways to strengthen partnerships with Member Associations, to maximize Board member roles as volunteers and ambassadors, and to strengthen existing partnerships or forge new alliances with outside groups which share common views on issues of mutual interest.

Gold Seal Strategic Directions:

**To build key strategic partnerships the Gold Seal program will:**

- 1. Ensure that the program management structure incorporates formal ties to key stakeholders, including the COOs and others.**
- 2. Review the roles and responsibilities of volunteer Committee members**

### Action Plan:

#### Year 1

- a) Revise the Gold Seal Committee structure to gain balanced COO representation. Ensure appropriate CAA committees have GS representation.
- b) Support development of Gold Seal subcommittees at the association level.
- c) Build consistent resources (volunteers, guidelines, etc.) for application review, accreditation and exam review.

#### Year 2

- a) Focus on the development of external stakeholders – owners, other associations, complementary certification agencies, accreditation bodies.

#### Year 3

- a) Move to integrate Gold Seal representation in partner organizational structures – subcommittees, etc.

### 3) VALUE OF MEMBERSHIP

The CCA Strategic Plan call for the Association to improve the value of services and to develop benchmarks for program success in delivering programs and services.

Gold Seal Strategic Directions:

**To improve the value provided to the construction industry, the Gold Seal program will:**

- 1. Develop a comprehensive “product quality” system.**
- 2. Deploy software solutions in program management where appropriate.**
- 3. Develop quantitative measures of program success.**

#### Action Plan:

##### Year 1

- a) Build resource plan and schedule for course and exam maintenance, and accreditation.
- b) Develop plan to ensure course availability across Canada.
- c) Develop approach for review and revision of the national curriculum.
- d) Implement software submission of P.GSC applications.
- e) Build program success measures.

##### Year 2

- a) Implement course and exam maintenance program.
- b) Implement revision of national curriculum.
- c) Report on program success against targets.

##### Year 3

- a) Review and revise maintenance programs as necessary.
- b) Continue to implement new software tools.
- c) Revise program success measures as necessary.

#### 4) OPERATIONAL FOCUS/RESOURCES

The CCA Strategic Plan call for the Association to streamline internal organization, establish priorities and rationalize financial and staff resources.

Gold Seal Strategic Directions:

**To improve program management, the Gold Seal Program will:**

1. **Review existing program elements, and target the development of new elements, with a view to maximizing value to industry.**
2. **Rationalize financial and staff resources against program impact.**
3. **Develop a systematic approach to educational consulting support.**

Action Plan:

##### **Year 1**

- a) Develop and release P.GSC in concert with key partners, including COOs
- b) Revise the Gold Seal “product line” to focus on the core certification stream – intern, certificate and professional. Rationalize the Champion and Sponsor categories.
- c) Review the Gold Seal fee structure – accreditation, certificates, champions.
- d) Finalize the CSO designation.

##### **Year 2**

- a) Complete product development phase by beginning production of Foreman designation.
- b) Review administrative support requirements.

##### **Year 3**

- a) Review fee structures

## 5) PROFILE/PRESENCE/POLICY INFLUENCE

The CCA Strategic Plan call for the Association to enhance the image of the construction industry in Canada.

Gold Seal Strategic Directions:

**To improve its impact in the construction industry, the Gold Seal program will:**

- 1. Advance Gold Seal as a Condition of Contract, building on existing successes and involving local associations to the greatest extent possible.**
- 2. Target issues and groups for particular focus of marketing and advocacy efforts.**
- 3. Focus marketing efforts on the provision of information products which are of immediate and concrete use to stakeholders.**
- 4. Revise program marketing materials to reflect the directions contained in the Gold Seal Strategic Plan.**

Action Plan:

### **Year 1**

- a) Develop key national partnerships with BOMA, DCC, PWGSC, etc., to promote Condition of Contract (CoC) at the federal level.
- b) Develop articles, analyses, research on CoC.
- c) Undertake promotional campaign on CoC with local associations.
- d) Renew the Gold Seal marketing materials.
- e) Revise application guides, etc., to reflect new directions and products.

### **Year 2**

- a) Continue advocacy program for CoC, directly at the national level and in concert with Member associations at the provincial and municipal levels.
- b) Establish more concrete links with educational institution associations – ACCC, AUCC, provincial groups, etc.