



PITTSBURGH HUMAN RESOURCES ASSOCIATION

2012-2014 Strategic Plan

Strengths

1. Provide robust and diverse offerings
 - Our offering are affordable and timely
 - Annual conference provides programs and networking opportunities
 - Professional Development to member; non members
2. Providing networking opportunities to members and students
 - Opportunities to meet people in person
 - Provide networking opportunities for members
3. Effective leadership over the years
 - Strong and Diverse Board of Directors
4. Committed and dependable volunteers
5. Good value for membership dollars
6. Successful Partnerships with other groups, Pittsburgh Tech, BHRA, UHRA
7. Provide a resource of Job Opportunities

Weaknesses

1. No defined marketing strategy
 - Lack an understanding of our member value proposition
 - Lack an understanding of our customer base
 - Lack leadership in marketing
 - Lack an understanding of our Market demographics
 - What do the members want?
2. Availability and use of technology
3. Static member numbers
 - Low to no growth
 - Membership retention
4. Lack of membership diversity
5. Perception that non-HR people are not wanted as members
6. Perceived as an HR only organization

- Perceived as clique
 - Stigma that “just HR”
 - Not well known in the community as an association
7. Unpredictable revenue streams
 8. 1-Year Presidential terms
 9. Resistance to change
 - Afraid to change the historical way we do things
 10. No focus on development in region
 11. MIA Board of Directors members
 - Board member attendance at events

Opportunities

1. Use of Social Media is growing
 - Low and/or No Cost Technology Solutions
 - New Generation is more technology savvy
2. HR professionals are expected to have more business and legal knowledge
3. Increased focus on career and leadership development
 - Life-long Learning
4. Non-HR people are looking for HR Development
5. Workforce is aging
6. More Mergers and Acquisitions are not playing out
7. Companies are looking for ways to improve work/life balance
 - More creative of where people work and how they work
8. View diversity as a business advantage
9. Formal training for HR within organizations is less
10. Increased need to adapt to change quickly
11. Benefits/Health Care Reform different in 2012

Threats

1.H/H Senior management not valuing HR as a cost center

- Companies not supporting attendance at events during company time
- Fewer companies reimbursing dues

2.H/L Building is in bankruptcy

3. H/L Population of Allegheny County is the OLDEST in country

4.H/M/H HR functions out sourced

- HR functions have been devalued

Goal 1	Measures of Success	Key to Success
Expand LPD offerings to at least 3 new business communities.	Expand offerings for targeted audiences	Develop virtual training targeting non-HR person in an organization that has HR responsibilities.
		Create exciting offerings through our conference and programs that encourage members and non members involvement.

Goal 2	Measures of Success	Key to Success
Through effective use of Social Media increase revenue by 5% year over year.	Revenue up 5% year over year	Leverage successes of individual members to build our PHRA brand.
		Create new and innovative networking opportunities.

Goal 3	Measures of Success	Key to Success
Create a marketing plan that focuses on increased membership, increased sponsorships and 3 increased partnerships.		Create a practical marketing plan that incorporates and focuses on Social Networking.

Goal 4	Measures of Success	Key to Success
Create a strategic technology plan to keep our organizations up to date.	Office Staff have the tools necessary to perform job duties.	Key personnel volunteer will have access to information and files.
		Regular review of office staff equipment and technologies.

Goal 5	Measures of Success	Key to Success
Ensure the financial stability of the organization.	PHRA will meet or exceed budgeting goals.	Reserve funds are in place.

Goal 6	Measures of Success	Key to Success
Annual finances are accurate and clear.	Board members understand chapter's financial status.	Transparency of financial.
		Financial processes are developed
		Cash flow= forecasting budgeting.

Goal 7	Measures of Success	Key to Success
A robust succession plan is in place and functioning for all Board and Committee Chair positions.	Each committee chair can communicate his/her succession plan.	Nominating committee takes into account diverse talent needs.
	Each Board member can communicate PHRA's succession planning process.	Succession plan and process is documented.
	Nominating committee communicates succession plan.	Succession plan includes Staff.

Goal 8	Measures of Success	Key to Success
Create a strategic membership plan to grow membership by 5% each year.	Membership and membership revenue grows.	Expand social media for outreach (attract new members).
		Leverage free social media to increase connections to job seekers.
		Focus on different categories of membership.
		Create Membership campaigns.
		A process exists that facilitates member to member connections.
		Become members of a chamber of commerce.
		Every month attendance goals are set and being met.

	Enhance membership directory to be able to search for connections.
--	--