

## Strategic Plan for the Work of the RPSC 2009–2014

### *Our Mission*

*Our mission is to promote and foster the hobby of stamp collecting in Canada.*

### **The Purpose of the RPSC**

We are the national organization which promotes and fosters the hobby of stamp collecting in Canada. We will maintain and build our federation of individuals, clubs and societies with interests in stamp collecting and philately. As the majority of philatelic societies in Canada are affiliated Chapters, the RPSC represents Canada in the Fédération Internationale de Philatélie (F.I.P.) according to Art. 8.1. of the Statutes of (FIP). We are the voice of philately in Canada and our supreme goal is to preserve our hobby and keep it healthy for future generations.

The RPSC maintains a National Office to service our members and Chapters. We respond to enquiries to the best of our knowledge and ability or refer to knowledgeable persons or organizations known to us, as time allows.

We produce a national magazine devoted to the hobby that is delivered to every member of the Society and made available to the collecting community. There is an annual Exhibition and Convention, The Royal, which is hosted by local Canadian clubs and philatelic organizations. The RPSC co-ordinates local Chapters around the country and provides these local clubs an opportunity to purchase affordable liability insurance. Stamp circuit books are offered to individuals and Chapters, which can then be made available to their members. We help in the co-ordination of national stamp shows by maintaining and supplying a pool of accredited judges for competitive philatelic exhibits.

We are not, however, a stamp evaluation or expertizing service. We leave that to the competent hands of the Canadian Stamp Dealers' Association, V.G. Greene Philatelic Research Foundation, member dealers and specialized philatelists around the country.

### *Our Core Values*

The Society seeks to implement this mission with attention to four key values:

**Collegiality**—The RPSC believes that philately thrives because men, women and youth share a rich spectrum of interests in collecting, trading and selling stamps, postal history and artifacts of mail services.

The RPSC considers all manners of philately to be worthy and deserving of attention. Philatelic worth is defined as that which gives individual pleasure, and which may also serve to link people, ideas and interests in the global community.

The RPSC believes that any individual can learn from and teach another, and any

philatelic society or association can help fulfil the aims of stamp collecting and philately.

**Integrity**—The RPSC is dedicated to the highest standards of ethics in its own operations, in its service to its members, as well as in the interpersonal and business relations of its members. The RPSC is committed to the promotion and support of excellence in all matters related to the buying, selling, trading, showing and archiving of philatelic materials. The Society embraces the adoption and dissemination of standards for best business practices and for certification and verification as appropriate for all philatelic products.

**Quality and Improvement**—The RPSC is dedicated to building and maintaining a Society of which all its members, stakeholders and partners can be proud. A sound, stable Society communicates leadership and confidence and hence is better able to realize its goals and plans. The Society strives to deliver value for its membership fees in its publications, conferences and gatherings, head office services and association leadership. The RPSC will exploit new Internet and information management technologies in order to reach, and serve stamp collectors.

**Growth of the Hobby**— The RPSC believes that the strength of philately emerges from its evolution as a hobby and from its continuing attraction of new participants. The Society therefore is committed to continuous improvement in information and knowledge - gathering, storage and dissemination; training and education; leadership, collaboration and sharing. The RPSC commits itself to being a welcoming organization that nurtures newcomers as well as seasoned practitioners.

In addition to these core values, the Society will continue to strive for effective and beneficial relations with public and private organizations including local, regional, national and international philatelic associations and agencies. As a centre of learning and expertise in many areas concerned with philately and postal services, the Society will champion and support initiatives that serve to better programs and services in those areas, while it will also represent to those same bodies interests and views of its members when issues of concern are identified.

The Society aims to raise the public's awareness and understanding of philately and to ensure that avenues remain open and available for those seeking information about the hobby or who have related questions.

### **Our Core Functions**

In support of its mission and values, the Society has three core functions that are further articulated in a five year work plan that is designed to achieve the program objectives that have been set by the Society.

There is an over-riding principle regarding the *function* of the RPSC: the RPSC is a community that provides an environment where enthusiasts, collectors and philatelists can communicate, meet, conduct exchanges and sales and collectively advance the hobby. The RPSC is however not a service agency, and it does not under current conditions have the resources to become one. The RPSC is a facilitator of events, and not a deliverer of events. Without a strong, committed body of volunteers it is incapable

of achieving even the minimum goals it has expressed in this work plan.

Should members want to institute a philatelic sub-organization, start up a new shared activity or make policies and rules governing the Society and its members or philately in general, it is they who will make such things happen. They may, or may not be able to receive support and resources from the Society.

Within the context of the over-riding framework just articulated, we can now speak of the functions of the Society as we understand them to be, and as they may be emerging.

**People Services.** The RPSC is an assembly of people who relate, and congregate – from time to time – in their experience of philately. The Society's prime function is to support and facilitate those relationships and congregations. The activities and expenditures of the Society should be continually tested against this prime function. From these events and activities emerge interests and issues that the membership and the leadership may want to pursue. And from the leadership of the Society should come challenging and engaging ideas and initiatives that are intended to bind, and evolve, the Society. A key element in this regard is the maintenance and delivery of a comprehensive system of recognition and reward that encourages both participation and excellence.

**Information and Communications.** The Society provides information to its members with the goal of helping develop an informed membership. The RPSC is positioned to convey information about people and their activities and interests; philatelic events; activities of postal administrations and relevant agencies; concerns and issues, including matters related to risks and risk management.

RPSC communications should not be thought of as solely one way from central office. Importantly, communications move between members and affiliated organizations. The RPSC may be involved in facilitating these communications from time to time.

**Program Delivery.** The Society, through its Chapters, departments and committees, is a provider of a limited menu of programs that may include information products; conferences and conventions; Web sites, computer applications and databases; archiving, libraries and storage; philatelic product authentication and expertizing; leadership, judging and expert training; polls, surveys and issue resolution, and official representations and communications, among other things.

## **Society Goals – Long term (2009–2014)**

### **About these goals**

We have striven to define goals that have an evident link to our mission statement while resonating with our values. We felt it important to keep the number of goals to a manageable level so that fatigue and possibly failure do not result.

These goal statements are high level and conceptual, but we have tried to make them unambiguous. They are stated in such a way that achievements against goals can be measured. Goals that are clearly stated and easily understood stand a better chance at success. [For example, it is less useful to state a goal that “we will all get along better

with each other within five years,” than it is to have a goal for “continually increasing attendance at AGM's and more member driven activities.”]

We believe these goals to be realistic and achievable. We feel they can serve to inspire and challenge, but we did not want to articulate a vision that would appear overwhelming.

The organization's five year goals are realized through discrete, small projects that can be realized in one or more years; or continuous, long term activities that may well go beyond the five year horizon.

**RPSC Goal I. Leadership.**

To establish a normative Society succession plan that will ensure the availability of competent and willing candidates for the Board, departments and committees.

**RPSC Goal II. Resourcing.**

To establish a sound financial footing and plan for the Society that ensures operating needs are met. To build reserve, contingency and endowment funds.

**RPSC Goal III. Conferencing.**

To establish a conference / convention program and finance plan that projects to the end of the second five year planning period.

**RPSC Goal IV. Communications.**

To make the Society a major source of philatelic knowledge for its members; to use communications to build support and involvement.

**RPSC Goal V. Membership.**

To achieve growth in the youth category each year during each five year planning segment. In addition, the Society will strive to enhance participation in its activities at both the national and Chapter level.

**RPSC Goal VI. Relationships.**

To build and improve bridges to Chapters, fellow Canadian and international philatelic organizations.

**RPSC Goal VII. Governance and Administration**

To become an “Organization of Excellence” in Society management and administration within the five year program planning period.

## **Strategic Plan**

The Society's goals are realized through large and small projects, meetings, communiqués, the use of robust and versatile technologies, and by disbursement of funds. If all of these activities are being done in a thoughtful, coherent manner then the organization can be said to be operating *strategically*.

Thinking and acting strategically is something not everyone is comfortable with. For example, it is one thing to see an activity – after the fact – as having strategic significance in term of an organization's goals and values. It is however something else when organizational leadership starts to think in terms of taking strategic initiatives in order to advance the corporate agenda. The first realization – that something is strategic - comes from awareness of goals and what can advance (or frustrate) goal realization. The second realization – that the organization needs to act strategically to realize its goals – takes both a corporate perspective and a clear understanding of the ways that even small interventions (or not intervening at all) can bring significant progress and benefit.

A strategic approach is key to an organization such as the RSPC, which may have great ambitions, but is constrained by limited human and financial resources widely spread through the second largest country on earth.

The Society's “Strategic Plan” therefore need not be large events costing large dollars and involving great numbers of people. A useful, inexpensive and unobtrusive tactic for developing – as one example – increased participation by youth could be the provision of a password - protected chat facility on the Society Web site. That could well bring greater results than may be being seen through more traditional approaches.

Here are several high level strategies (containing a few key tactical activities) that could advance us towards the goals listed above. They are not in order of importance or priority.

### **1. Leadership Strategy**

Having defined what needs to be done, we need to define who is going to do it. And when we have that clear, we need to focus on just how that work is to be accomplished. The Society carries out its duties and responsibilities mainly through volunteers. Whether we are speaking of volunteers or paid staff, people need job descriptions and their tasks / preferred outcomes defined.

In the first year of this planning period we will set out the roles, responsibilities and objectives for each named position in the Society. We will ask the incumbents to prepare drafts in accordance with templates that will be given to them. A special Society committee will be responsible for review and approval. All final drafts will be published in a special Manual of Society Positions.

In the period leading up to the June 2009 AGM, the Management Team will define the skills, talents and experiences needed for the Society executive, and will conduct a

recruitment targeted on that basis.

The Society, over the five year planning period, will strive to ensure each position has an incumbent and successor or understudy. It is critical that in special cases, such as that of Society President, Secretary and Treasurer, there be a cadre of competent successor candidates available.

The Society will encourage regular turnover in all positions to ensure that new people are gaining new experiences as a matter of course. In addition, the Society will discourage one individual holding more than one position at one time, so that the widest possible level of participation may be gained.

The Society will limit service on the Board of Directors to two terms within any ten year period. Should the Board ask an incumbent to stay on beyond this limitation, an additional term may be approved by a unanimous vote of the Board.

The RPSC will make leadership training a standard feature at its annual convention and will ensure that leadership guides and hints are provided to all chairs from time to time. Leaders will be encouraged to share their experiences, challenges and lessons learned. In time, the Society may be able to make its capabilities in these areas available to the Chapters and other philatelic organizations.

Chairs and leaders will be urged to submit short, succinct activity reports at the AGM so that we may build a repository of information and knowledge over time.

## **2. Resourcing Strategy**

Ideally, a resourcing strategy follows a full program review and a clear declaration of what resources the organization feels it needs to realize its goals. It may be that that sequence should occur in year two or three of the first five year planning period. The immediate interest is in ensuring that the Society has sufficient resources to meet its existing commitments, and it appears that steps are being taken so that 2008-09 concludes with a small surplus.

The Society needs to ensure that its dues, advertising rates and other fees and charges are just short of the maximum the market will bear. If that is the case now, then the Society will need to identify new revenue sources as well as reduce planned expenditures to a point where they can be funded. The Society should, except in extraordinary circumstances, be tabling a balanced statement of planned revenue and expenses at the beginning of its fiscal year. Subsequent budget adjustments should be by resolution, with an indication of how budget impacts are to be handled.

Our resourcing strategy will be to establish a Resource Development Task Force with a mandate to conduct any and all necessary communications, contacts and investigations to allow it to report back to the Board of Directors with an analysis and recommendations by December 31, 2009.

Secondly, because there are undeveloped opportunities for cost reduction and service enhancement through the use of computer technologies, we will establish a Technology Working Group. It will assess the capability of existing Web sites and pages, databases and recording / communications systems and bring an integrated development plan to

the Board for consideration.

### **3. Conferencing Strategy**

We propose to make the AGM and national exhibition and convention a banner event, with an appropriate high profile for the conference organizers and managers. The meeting and conference should be not only a profit centre but also a Society-energizer. This should be a welcoming event where attendees are greeted, introduced around and linked up with those with shared interests. Conventions should feature presentations by both advanced and beginning philatelists, showcase talent and activities from coast to coast to coast and create opportunities for people to meet, make connections and friendships.

The convention should be the Society's "Best of Breed" event: Best Exhibiting, Best Training and Conferencing, Best Judging, and Best Demonstration of the Royal Philatelic Society at work. It should be a model event for Chapter officials in all aspects of philately, organizational and philatelic management.

Members and other attendees should leave this event inspired and even more committed to the hobby and the RPSC.

In the upcoming five year period, our strategic objective will be an annual convention attendance increase of 5% and a new revenue increase of 10%. Achieving these objectives will require a well considered agreement between the RPSC and the host club regarding partner as well as shared terms, objectives and planned outcomes. Each Royal/Royale shall be considered and managed according to a comprehensive business case and plan, agreed to by both the RPSC and the host club. Agreements should be in place no later than one year before the event.

While the convention is the flagship event for the Society, the full "conferencing plan" will detail the national, regional and local events with which the RPSC is connected, leading or sanctioning. Some of these events may feed into the annual convention and exhibition. It will also set out objectives and plans for all elements relating to exhibiting including branding, supplies and equipment, judging and awards. The Society will seek to define convention standards that will set out the minimum requirements for exhibition, meeting and dealer's accommodations, security, public areas and access.

Some decisions emanating from this strategic review will require edits of the Convention Handbook.

### **4. Communications Strategy**

The RPSC needs to take the time, and engage professional assistance if necessary, in defining the RPSC audiences and the messages that it wants and needs to get out. On an ongoing basis, the executive and board should have a member specialist available to it who would advise on matters related to communications, publication (print and electronic), public relations and bilingual services.

The targets over the five year planning period are to, at a macro level, achieve a higher

level of awareness of the Society, its goals and values among Canadian citizens, governments and youth. The Society needs to be known, and expected to be active in various settings where the Society's views should be heard, and in various fora where the Society needs to influence people and policies. Sound communications planning can facilitate such connections and expectations.

The second major thrust is in regard to *The Canadian Philatelist (TCP)*. TCP can serve several critical functions for RPSC: communications and outreach, research and learning, collaboration and continuity.

CP can serve its own interests as well as those of the Society. It can help generate participation and enthusiasm. And as the RPSC needs to build depth, expertise and member involvement, we recommend the establishment of an Editorial Board, comprised of representatives of the regions of Canada; that is, one each of West and North, Ontario, Quebec and Maritimes. They should be knowledgeable of both writing and publication.

The Editorial Board should proactively seek new Canadian philatelic writers and ensure that magazine content is an asset to the Society's plans for growth and development (for example, ensuring youth and novice content). Every effort should be made to bring greater bilingual capability into the management of TCP and other publication / communications activities of the Society.

Budget constraints are causing the Society to consider reducing publication frequency: to achieve balance or improve profitability by cutting costs. This initiative should be either accompanied by, or replaced by initiatives to increase revenues. TCP has possibly underdeveloped potential as a Society profit centre and marketing tool. Plans for publication frequency reduction should be put on hold until an assessment of cost / benefits has been conducted.

In the first phase of the five year planning period, the Society will constitute a TCP Review Committee that will undertake a complete examination of publication frequency, content, format and printing quality, audiences, advertising and other revenues with a view to improving this product, increasing readership and revenues and reducing unit costs. It is recommended that plans for publication frequency reduction be put on hold until an assessment of cost / benefits has been conducted.

At a more tactical level, the Society needs a rich cache of paraphernalia – in print and electronic format – that it can work to insert into the communications and deliberations of key audiences. This cache should include brochures, samples, information sheets, Web pages, CDs and all sorts of material that would promote the RPSC, explain the hobby and provide information. The RPSC slide program should be an element of this particular activity. There should be RPSC literature, and complimentary copies of TCP, at every significant gathering of philatelists and collectors in Canada.

## **5. Membership Strategy**

All organizations need growth if they are to remain sustainable. This is especially true in a philatelic organization where to some degree the demographics are unhelpful. The

philatelist median age is creeping upward, and it is becoming more and more challenging to bring the young and newcomers into the fold. The Society needs to ask itself in as open and critical a manner as possible: “Can philately and the Society grow, constituted as they are today?”

This strategy proposes – before embarking on a full blown membership campaign – that we look very closely at what hobby, entertainment, intellectual, social and recreational interests people have today, and how they are meeting those interests. Can we confirm that we have the data we need to suggest specific and comprehensive initiatives for membership retention and development that have a reasonable chance of succeeding?

We do not propose an examination of philately's “competitors,” but rather an examination of the environment within which philately seeks to be successful. And we need to consider whether philately is properly branded for today's globalized electronic world, where virtual and actual travel and a dazzling array of entertainment and attraction are available, even to those of limited resources. In short, is philately as “cool” as it might be – as it should be?

Do people with potential interest have access to the basic details of philately, collecting and connecting? Do people know how to get started? Do they know about local clubs and the global network of philatelic societies, what they do and how to reach them?

Through experimentation and trial / error if necessary we should undertake a series of initiatives to ensure that our membership has a stable base. Ideally, these initiatives should include innovative efforts to draw in younger and novice collectors.

We also need to work on the Society's infrastructure - especially the care and feeding of the Society's information databases including the membership directories. If the member information is comprehensive, complete and current; and if the databases have the functionality we need to put them to work, we have a tremendous resource for engagement and development. If there are gaps, we need to figure out how they can be covered.

Our membership team needs to work closely with the Technology Working Group in data, information and system requirements and performance evaluation; generating suggestions for the Board on needed enhancements and replacements.

There are several specific ideas to be considered for the upcoming planning period:

**a) A Welcoming Organization.** We need to tap the expertise of leaders in not for profit and volunteer organizations to ensure we are doing all we can to be open and welcoming. We need to be sure we are providing opportunities for learning and leadership, collecting and collaboration, trading and teaching. [The APS could be considered here. They have offered help to the RPSC, including sharing information on Canadian members of APS.]

**b) An Engaged Membership.** The RPSC needs to get people involved in its programs, plans, conventions and events. It needs to identify and build talent. It needs to create an organization where the members become owners and the opportunities – and challenges – are shared equally.

**c) Link to Chapters.** The Society has untapped organizational strength in its string of Chapters that run from coast to coast that may be a source of resources that we cannot even imagine today.

On the financial side, would Chapters consider linking their annual dues payments to that of the RPSC? (The Leeds and Grenville Genealogy Society, for example, asks for \$45 for the Ontario Society and an additional \$15 for Leeds Grenville.)

**d) Youth Initiative.** We need to mobilize the Stakeholders In Philately (SIP) project. Funds were contributed for this project of creating a child-centred document not unlike a comic book or series of cartoons for national distribution. This project has enormous potential for youth philately, but requires much thought and research.

**e) Life Members.** We need to re-define the benefits and obligations of Life Membership, and deliver on these fronts:

- a) encourage these members to become Ambassadors for the Society;
- b) heighten their participation in the activities of the Society, in Chapters and in one on one mentoring;
- c) enable the Life Members to participate effectively in the financial well being of the Society;
- d) determine a fair and reasonable membership fee structure for Life Members.

## **6. Relationships Strategy**

Organizational management is not limited to the organization itself. There are vertical and horizontal relationships that are important and need to be monitored, influenced and listened to. The work of building, growing and maintaining the hobby will take the full collaboration of all stakeholders in stamp collecting.

The benefits of partnerships, teamwork and sharing of ideas and resources have to be experienced in person in order to be believed; conventions, shows and club meetings should actively invite stamp collectors and philatelists to be together, solve problems together and celebrate the hobby's merits together.

Smaller, more focussed specialist groups may well be meeting the needs of some serious philatelists, to the point that they don't feel the need for a larger, national organization. There is a strong case to be made, however, to all philatelists for a wider, all-encompassing coast- to-coast organization. The board of The RPSC must constantly make that case.

As Canada's premier stamp collecting and philatelic organization, the RPSC needs to be above, and with, the Canadian stamp trade and collecting community. In these relationships, the RPSC needs to be seen by key philatelic, postal and stamp trade decision - makers as the leader, voice and conscience of philately in Canada.

Within the five year planning period, the RPSC expects to have established itself as Canada's recognized centre of philatelic excellence, proven by its being called in

regularly for consultations by Canada Post, stamp dealer associations and other major players.

The RPSC Board needs to commit to communicating to its membership. The membership needs to hear about Society plans, how those plans are unfolding, about upcoming events, ways to get involved, and the financial program. The communications target for the five year planning period is quarterly reporting, of which one report may be the Annual General Meeting. In the first year of the five year plan, the Society needs to contact every person on the membership list, verify member data, seek advice and encourage participation. When this is complete, the Society needs to contact every person who has dropped off the membership and / or TCP subscription list during the past five years and seek to bring them back.

There is perhaps no more (potentially?) important relationship than that between the Society and its Chapters. Chapters are the Society's outreach establishments. They give energy, purpose and people power to the Society. They make exhibitions and other special events happen.

It will be a key objective in the planning period to develop an overall "Chapter Relationship Strategy" with a suite of programs and tactics intended to enhance the relationship and set a course for Chapter growth and development.

As a first step in engaging the Chapters in the management of the Society, the RPSC composite plan and strategy will be sent to all of them well in advance of the 2009 AGM, seeking their input and agreement. The RPSC strategy and plan should represent the views of members – individual and Chapter.

Option: that the RPSC press release serve this purpose instead. (several team members)  
Option: offer the whole package on request.

The Society will determine which local, regional, national and international organizations are important to it, and will establish plans for developing / maintaining good relationships with those organizations including a free exchange of communications. These organizations might include:

- Canada Post Corporation (for both philatelic post rate reasons)
- National Postal Museum
- National Philatelic Centre
- Canadian Stamp Dealer's Association
- BNAPS, RPSPRF, Vincent Graves Greene Foundation, Société d'Histoire Postale du Québec (SPQ), PHSC, PSCC. APS (and APRL), CPS Great Britain
- National education organizations and associations

## **7. Governance and Administration Strategy**

The members of the Society represent a tremendous pool of resources that can lead and participate in tasks and events, and contribute to the governance and management of the

Society. During the five year planning period, the Society will identify and document this talent pool and seek to link candidates to activity niches in the organization.

For positions on the Society executive and Board, the RPSC will encourage the candidacy of those who have experience and capability in board governance, leadership in the not-for-profit sector, task management, communications and effective collaboration. Those who have participated in RPSC Chapter activities, judged or exhibited, written for philatelic publications or otherwise been deeply involved in philatelic matters will be considered preferred candidates for Society leadership. The Board commits to ensuring that by-law provisions concerning national representation on the board are adhered to; while committing to, in every way possible, making the Society as representative as it can of Canada's Official Languages and founding cultures.

Early in the five year planning period, the Board will take action to raise the level of participation of women and youth in the management of the Society. The RPSC wants an organization that people want to volunteer for. Here, the Society needs to drive itself to reduce and eliminate barriers to involvement and leadership. And those initiatives need to be accompanied by structures, policies and processes that will encourage involvement and a desire to help and to lead.

But having generated candidates and volunteers, the Society needs to go one better: it needs to ensure that these volunteers are intelligently and effectively deployed and utilized. That means jobs must be defined, committees must be necessary, and run intelligently. Executive and directors need to symbolize leadership, good governance and harmonious collaboration. Board meetings should be an evident best practice in agenda management and meeting preparation, input gathering, presentation and deliberation, delegation and follow-through, documentation and dissemination. Tactics and details should be referred to Board committees or departments.

A key deliverable in the first year of this plan will be the development and approval of a Procedures Manual for the Board of Directors. The Board, focusing on matters of general management and policy, will ensure that operational and administrative details are in the hands of others whose reporting requirements shall be set down in their terms of reference.

The Board manual will set out how Board business is to be handled, and who is to do what. It should also specify who should be at what meetings. Meetings of the Board, for example, should be attended only by members of the Board, recording staff, and petitioners to the Board who should be present only when their item is being discussed.

The Society by-laws need updating. A special sub-committee should be established for this task, and a lawyer found within the membership to provide advisory services. That sub-committee should be given general guidelines for its work. Those guidelines should indicate an outside limit on the number of members of the Board; term limits; how the nomination process / schedule should work; how the agenda should be managed; and how distance (on-line) governance is expected to be conducted.

The Annual General Meetings should be open to all paid up members of the RPSC; however, the agenda for these meetings should be tightly managed so that business is

handled in an expeditious manner. As a general rule, annual reports from functional heads should be made available to attendees via the Society Web site, or at the entrance to the meeting. Functional head participation should be limited to: (a) a five minute synopsis of events completed and events planned; and (b) five minutes for response to questions that are of general application and interest.

Within the first two years of the planning period, a special review team will update the National Office Procedures Manual, while the Chapter Relations Chair will bring forward an updated Chapter Manual; both of which should relate to the principles and practices articulated in the RPSC strategic plan. These, and other administrative manuals and guidelines should be periodically tabled with the Board for information. They should not require Board approval as they are not concerned with matters of policy.

During the planning period, the RPSC will become a rewarding place to work. In the first year of the planning period, the Society will review wages, benefits, job descriptions and working conditions, reporting lines and communications and rectify any found deficiencies. The Society will make whatever improvements are necessary to ensure that head office – Board communications are occurring in the most beneficial and least disruptive way possible. In this element, the Society will review responsibilities and relationships between the various organizations and functions at National Office – to ensure that partnership relationships are in place and operating at a highly effective level.

Approved 13 June, 2009 at the 81st convention of the Society

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For Reference – The RPSC List of Manuals and Guides

- Chapter Handbook
- By-laws and Constitution
- Convention Handbook
- TCP Manual
- Board of Directors Procedures
- National Office Procedures