



Navigating the Future

A strategic vision for 2020-2023

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Executive Summary

The Minnesota Recruiting and Staffing Association positioned itself for growth in its 2016-2018 Agenda for Excellence strategic plan. During the years between 2015 - 2017, MNRSA's financial performance improved year-over-year. In 2018, the organization's financial performance began to decline and that has persisted into 2019. The decline in performance is proportional to the decline in membership. During 2015-2017, membership averaged just under 100 members (98). The number of members dropped to 89 in 2018 and to 84 in 2019.

Active members are the lifeblood of any association. It does not matter if the association's purpose is business, social, political, advocacy, or any other goal. Without active members, the organization will die a natural death.

The root problem is both in membership retention as well in new memberships. Attrition is common in most associations and so a vigorous effort on membership recruitment is required. Membership recruitment efforts over the past 4 years have not produced the results desired. Cold calling from acquired lists by staff and volunteers have been unsuccessful. A concentrated sales effort that incorporates multiple strategies is needed. The sales effort would include an intense communications plan to clearly articulate the personal value of membership, why MNRSA brings value to the industry and the progress we're making toward goal attainment.

Planning for 2020-2023 should focus on turning the tide on membership attrition and new member recruitment. The plan must include specific action and allocation of resources, including personnel to produce the desired results

With good leadership, attainable goals and clear communication of priorities and results, it is possible to reverse the trend.

We need to continue to identify our priorities, develop achievable, meaningful and visible goals and stay the course that was previously established. The completion and ongoing implementation of these initiatives, as well as other improvements as we evolve, will have a positive effect on membership recruitment and membership retention. With good leadership, attainable goals and clear communication of priorities and results, it is possible to reverse the trend.

Our strategic direction is best described by our goals:

- We will structure the MNRSA for success through effective leadership and governance.
- We will focus on membership retention and growth to provide economic stability for the organization.
- We will provide bold and thoughtful advocacy, public policy initiatives, and high quality education.
- We will build the MNRSA brand and expand our overall recognition in the industry.

• **Plan Implementation**

Strategic plans don't create success. Success for an organization comes when strategic objectives, strategies and tactics are fully integrated into the organization's operations, budget and governance. To ensure that this plan is fused into the MNRSA's work going forward, we suggest the following implementation steps:

- Reflect the strategic objectives and tactics in annual operating plans and budgets.
- Establish a "dashboard" or a set of metrics to use on an on-going basis to measure progress on the strategic goals. This set of statistics should include information on number of members, member retention rate, data on membership, etc.
- Include the "dashboard" and a status update on the plan on Board agendas at least quarterly.
- Designate the Board President as the chief accountability officer vested with the responsibility to monitor the plan.
- Base the annual board planning session on the strategic plan and focus on leadership and membership.
- Update the plan at the annual planning session so that it becomes a rolling three-year plan

Mission Statement

The mission of the Minnesota Recruiting and Staffing Association is to serve the recruiting and staffing industry through education, promotion and legislative representation.

Vision Statement

MNRSA is the pre-eminent recruiting and staffing organization in Minnesota providing members with:

- A collaborative community of recruiting and staffing professionals
- Highest quality educational programs
- Bold leadership on industry issues
- Essential industry partnerships
- Tools to build our industry's brand, importance, appreciation

Value Statements

- First and foremost, we are a member driven organization.
- Serving as the statewide voice for the recruiting and staffing industry is the foundation of our association and advocacy is our number one priority.
- Growth and member engagement are the key indicators of the success of the organization.
- Embracing diversity and inclusion is necessary to help members gain access to emerging markets and to achieve prosperity throughout the state.
- It is our responsibility to look toward the future and provide visionary leadership.
- We believe that effective, contemporary communications are critical.
- Ethics and integrity are essential for our association and industry.
- Attracting and retaining the best talent in staff and volunteers creates value for the association.
- Membership in MNRSA is an investment and our members expect a return on that investment.
- We embrace the opportunity to partner with likeminded organizations and individuals to leverage resources for the recruiting and staffing industry.
- Our association and industry have responsibilities to our communities, and a responsibility to groom future talent for the recruiting and staffing industry.

Strategic Goal 1:

We will structure the MNRSA for success through effective leadership and governance.

Strategies	Tactics	Timeline	Responsibility
1. Ensure MNRSA has a high performing Board of Directors.	<ul style="list-style-type: none"> Develop and implement a Board recruitment process that targets business owners and senior-level executives who attract other well-qualified and high performing individuals. Develop a Board of Directors' recruitment program that clearly defines roles and responsibilities (job description) prior to new board member engagement. Reissue job description annually at the first board meeting of the year to remind everyone of their roles and responsibilities. Develop a Board of Directors profile and recruit new members in accordance with this profile Board meetings provide an emphasis on Board work with agendas to focus 1/3 on reports, 1/3 on board education on trends and issues, and 1/3 on policy development. Develop a succession plan for Officers and Board of Directors. 	2020-2023	Officers/ Board of Directors
2. Identify and communicate to the MNRSA's primary customer to ensure future organizational relevancy.	<ul style="list-style-type: none"> Engage board members in ongoing discussion to define the MNRSA's customer. Identify primary and secondary tiers as necessary Research best practices through industry counsel and networking (e.g., ASA Chapter Leaders group, WASS, etc.) 	2020-2021	Officers/ Executive Director
3. Increase member engagement in the MNRSA leadership.	<ul style="list-style-type: none"> Charge committee chairs to recruit and encourage volunteerism and to bring in new volunteers to groom for leadership positions. Establish measurement(s) of member engagement 	2020-2021	Board of Directors/Executive Director
4. Increase size of Board of Directors to 12	<ul style="list-style-type: none"> Add industry diversity to the board, including active recruitment of specific segments of the industry and locations across the State. 	2020-2023	Board of Directors, staff

Strategic Goal 2:

We will focus on membership retention and growth to provide economic stability for the organization.

Strategies	Tactics	Timeline	Responsibility
1. Leverage advocacy issues for greater membership and financial support	<ul style="list-style-type: none"> Integrate public policy disciplines with membership growth and retention tactics. 	2020-2023	Public Policy Chair/Executive Director
2. Grow revenue budget by 10% each year	<ul style="list-style-type: none"> Insure profitable signature events such as golf and symposium Develop an aggressive membership sales program highlighting MNRSA's value proposition (public policy and education) Develop key message points for retention and for prospects. Growth includes expansion of Industry Partners/event sponsor memberships. Strategies to attract both larger members as well as a high number of small members will be developed. Create strong retention (85%+) program through Board's personal outreach program. 	2020-2023	Education Committee, Membership Committee, Executive Director
3. The MNRSA Board will be strongest advocates of the organization.	<ul style="list-style-type: none"> Board members will strive to promote the MNRSA throughout their business and community activities (be loud and proud of being on the board) Each individual board member is responsible for growing the membership through personal outreach. Routinely create a list of priority prospective members for Board members to contact. Review outcomes and metrics created to evaluate its impact, and regularly measure its performance and effectiveness using those metrics. 	2020-2023	Board of Directors, Membership Committee
4. Increase the MNRSA "active" membership from 84 to 110	<ul style="list-style-type: none"> Develop a membership recruitment message based credible value proposition. Launch a membership campaign with a narrow, rifle approach. Launch an out-state membership campaign. Launch an "affiliate" membership structure. 	2020-2023	Board of Directors, Membership Committee, Executive Director

5. Increase value to recruiting companies	<ul style="list-style-type: none"> • Provide relevant educational offerings for both staffing and permanent placement recruiters. • Develop value proposition for recruiters (corporate/perm placement) • Develop topic-focused events to provide opportunities to develop a peer group for owners and/or recruiters 	2020-2023	Executive Director, Education Committee, Membership Committee
6. Industry Partners	<ul style="list-style-type: none"> • Invite Industry Partners to conduct education seminars for members. • Invitation to sponsor various MNRSA membership events to include podium time. • Implement an Industry Partner advisory committee designed to provide added value to their membership. • Increase outreach to provide content for the newsletter and social media. 	2020-2022	Membership Committee, Executive Director

Highlighted goals are dependent on establishing a Membership Committee including leadership from Board of Directors.

Strategic Goal 3:

We will provide bold and thoughtful advocacy, public policy initiatives, and high quality education.

Strategies	Tactics	Timeline	Responsibility
<p>1. The MNRSA will thoroughly and thoughtfully develop a policy agenda and program focused on pro-industry policies.</p>	<ul style="list-style-type: none"> • Identify 3-5 key areas to focus legislative activity both during session and ongoing. • Develop a plan to educate members on the impact and communicate the member perspective to policymakers • Recruit and prepare 5-10 volunteers to testify at legislative committee hearings during the session. (i.e, rapid response team) • Poll membership to gain information to help inform its efforts (e.g., Federal Reserve survey) • Feature policy positions in newsletters, at events, and through other member communications including a legislative-focused update • Engage members with grassroots approach to advocating for issues through electronic alert system. • Meet with elected officials on regular basis; bring members when possible • Establish an effective annual fundraising campaign to finance public policy fund. • Create and distribute legislator voting records on issues important to membership and industry 	<p>2020-2023</p>	<p>Public Policy Chair/ Lobbyist/ Executive Director</p>
<p>2. The MNRSA will develop a multi-tiered plan of advocacy for its policy positions.</p>	<ul style="list-style-type: none"> • Identify issue(s) which the MNRSA can leverage other business coalitions on behalf of its members. Select issues that affect local, state or federal legislation and transcend the various constituencies. 	<p>2022-2023</p>	<p>Public Policy Chair/ Lobbyist/ Executive Director</p>

	<ul style="list-style-type: none"> • Create or enhance a “grasstops” (opinion leaders) and grassroots (rank and file employees of member companies) system for communicating and engaging members on issues. 		
3. Maximize relationships with federal and state partners to further advocacy, infrastructure, and funding efforts.	<ul style="list-style-type: none"> • Collaborate with organizations such as MN Chamber of Commerce and other trade associations (United For Jobs) to promote mutual interests. • Participate in regulatory coalitions including UI Advisory Group, etc. • Identify potential workforce development partners focused on talent development, retention and recruitment. 	2020-2023	Public Policy Chair/ Lobbyist/ Executive Director
4. Leverage the MNRSA advocacy expertise and success.	<ul style="list-style-type: none"> • Develop a concise yet comprehensive communication plan that targets key constituents including business owners, senior executives and others in key roles within member organizations 	2020-2021	Public Policy Chair/ Lobbyist/ Executive Director

Strategic Goal 4:

We will build the MNRSA brand and improve our overall recognition in the industry.

Strategies	Tactics	Timeline	Responsibility
1. Utilize technology to enhance member communications and organizational visibility.	<ul style="list-style-type: none"> Explore tools such as a mobile app, social media, teleconference, screen share, etc. to help communicate with members, solicit member feedback, provide relevant content and promote advocacy on issues. 	2020-2023	Marketing Chair/Staff
2. Improve Association communications	<ul style="list-style-type: none"> Conduct communications audit and evaluate impact of all communications 	2021	Marketing Chair/Executive Director/Staff
3. Develop tailored communications plan	<ul style="list-style-type: none"> Identify segments of membership such as staffing groups, stakeholders, industry partners, etc. Build an annual communications calendar to include specific messaging Communications plan tailored to prospective/dropped/non-members 	2021-2022	Marketing Chair/Executive Director/Staff
4. Deliver relevant educational offerings	<ul style="list-style-type: none"> Grow attendance and sponsorship at Symposium through focused, high-level content and value. Expand Industry Partner educational offerings. Have annual schedule of events prepared by January. Launch educational programs in out-state markets (e.g., St. Cloud, Duluth, Rochester). Secure Certified Staffing Professional (CSP) credits on all educational offerings. 	2020-2023	Education Committee /Public Policy Chair/ Marketing Chair/Executive Director/Staff