

2016 2021 STRATEGIC PLAN



**Our commitment:
Earn your trust
on a daily basis**



Detailed document





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INTRODUCTION

The strategic planning exercise carried out by GRICS was aimed at determining the organization's 2021 destination as well as the strategies to get there.

This document is primarily addressed to representatives of Québec school boards as well as GRICS personnel. It presents the results of this exercise, which mobilized the organization's managers and employees and was the subject of consultations with several executive directors and participants in the CCGT (Comité consultatif des gestionnaires des technologies) and the GGT (Groupe des gestionnaires des technologies). We would like to take this opportunity to thank these invaluable contributors who have helped us better understand the needs of the school board network and shared their points of view on our directions along the way.



MESSAGE FROM THE PRESIDENT AND CEO

We are pleased to be releasing the 2016–2021 GRICS Strategic Plan, which is part of ongoing efforts to modernize our products and services in order to make them more efficient, accessible and user-friendly.

Presented under a maritime theme, our strategic plan illustrates our vision based on the client experience and collaboration. The journey over the next few years will not always be smooth sailing, but we have made sure to properly prepare our vessel—our crew is experienced and our instruments are fine-tuned. Our course is set and we will be sure to keep to it. I invite you to come aboard with us. I am committed to earning your trust on a daily basis!

Lorraine Mayer, President and CEO

MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

Strategic planning provides an opportunity to review our activities, analyze our environment and identify promising projects for the future. Our 2016–2021 Strategic Plan lays out GRICS's directions and reflects our desire to put our clients at the heart of each of our actions and decisions. It focuses on action, the quality of products and services, innovation, the improvement of work organization as well as effective and accountable management. In a spirit of collaboration and commitment, we call on all the stakeholders and partners of the network to join us in successfully meeting the challenges we will face in the coming years.

Jean-François Lachance, Chair of the Board of Directors



COMPANY PROFILE

GRICS is an association at the centre of a network joining together all the Québec school boards. It was created in 1985 by the school boards following the privatization of the Service informatique du ministère de l'Éducation du Québec (SIMEQ) to meet both their administrative and pedagogical needs in IT management.

It is a non-profit organization whose board of directors is made up of twelve school board representatives from the various regions of Québec, one representative of the Fédération des commissions scolaires du Québec and one of the Quebec English School Boards Association. It has an annual budget of 32 million dollars, 80% of which comes from Québec school boards.

GRICS relies on the expertise of its 300 or so employees to offer a full range of technological solutions and a wide variety of services used in all the school boards and by training facilities in Québec. GRICS is ranked 9th among Québec software developers and is the leader in software solutions for the education sector.

GRICS compares favourably with North American leaders in the development of specialized software for the education market, whose main players are all American. In this market, it is ranked 6th in terms of total number of students served.



BACKGROUND

GRICS's 2010–2015 Strategic Plan brought to light the need to conduct a major technological shift in order to provide modern products and services that meet the needs of the school board network while maintaining a competitively priced service offer.

In light of the progress made, the significant achievements over the past five years have shown that this major challenge has been met. The shift may not be fully completed, but the key components of this vision have provided a strong foundation for a renewed portfolio of cutting edge solutions for the network. In 2016, the school board network benefits from:

- a new Mozaïk portfolio offering new administrative and pedagogical solutions;
- collaboration tools with the Office 365 suite;
- a link to parents through the portal and Mozaïk—Registration;
- management information to support academic success; and
- a modern cloud-based operating platform.

GRICS is also sensitive to the challenges school boards face in a context where financial means are more and more limited. Despite the significant challenges GRICS faces in terms of investments required for its new solutions portfolio, it has nonetheless made major efforts to contain the growth of its expenses in order to minimize impacts on the school boards. Thanks to its sustained efforts, GRICS has managed to keep the costs of its solutions lower than those of comparable North American solutions, as shown in an independent comparative study conducted in 2016. These competitive costs enable the school board network to save 9 to 17 million dollars a year.



GRICS's 2016–2021 Strategic Plan provides strategic directions aimed at continuing the shift that has been undertaken over the past five years while staying focused on the trusted partnership that GRICS



would like to strengthen with the school boards. The actions stemming from this strategic plan place high importance on:

- the support and coaching GRICS intends to offer the network to help its members make optimal use of the new portfolio of solutions;
- its ability to understand and better anticipate the needs of the school boards; and
- reducing delivery times for its new solutions portfolio.



MISSION, VISION AND VALUES

GRICS operates in a constantly evolving market that challenges it to go to greater heights to offer products and services that meet the business needs of its clients.

As a non-profit organization, it has been offering packaged services for school boards for over 30 years: It is the 6th largest computerized solutions company serving the education sector in North America. It offers over 70 administrative, school and educational products to its clients, primarily the school boards and training facilities in Québec. These products help school boards manage 960,000 student records and three million report cards per year as well as issue over 3.5 million paycheques.

Mission

GRICS's mission reflects its raison d'être and confirms its primary clientele, the school boards. GRICS was created by the school boards essentially for the purpose of meeting their needs, inasmuch as they are representative of the whole or, at the very least, a large portion of the network. GRICS's mission is to:

“provide our expertise and leadership to school boards to help them reach their collective information technology goals.”

Vision

GRICS's vision for the next five years determines what it aims to do: strengthen its trusted partnership with the network so that members automatically turn to GRICS for their information technology needs. The 2021 vision is to:

“be the preferred and trusted partner of the school board network by putting the client at the centre of all our actions and decisions. This trust must be built on the simplicity, quality and reliability of our products and services.”

Values



To carry out this vision, GRICS will focus on a set of values:



TREAT OUR CLIENTS THE WAY WE WOULD LIKE TO BE TREATED:

- Our clients are at the heart of each of our actions and decisions.
- We are proactive: we take the initiative to satisfy our clients.

COLLABORATION:

- Our teams work in synergy with members of the school board network.
- Knowledge sharing is part of our daily operations.
- We believe that the whole is greater than the sum of its parts.

SIMPLICITY:

- The client experience is characterized by simplicity: It must be easy to do business with us.
- Our solutions are convenient and easy to use.

EFFICIENCY:

- Our solutions are high-quality, reliable and secure.
- We look for ways to quickly deliver the most value at a fair price.
- We are open to existing solutions that are of benefit to our clients.

TRANSPARENCY:

- We share information freely, in a spirit of openness, trust and commitment.
- We adopt management and governance practices that foster our clients' trust.

INNOVATION:

- We anticipate the needs of the school boards.
- We keep up to date with the latest trends in our business field.
- We capitalize on emerging technology possibilities.



STRENGTHS AND CHALLENGES

In order to develop a strategic plan that meets the needs of its primary clientele, the school boards, GRICS conducted a series of consultations with several executive directors and information technology managers from the school board network. It also carried out an analysis of the current situation and made a list of the main challenges it will have to face in the coming years.

Main strengths

- **Its expertise:** The competence of the GRICS staff is the main factor in its clients' satisfaction, both in terms of functional and technological competence.
- **Its technological leadership:** This is reflected in the competitive technological position of the solutions offered.
- **Its integrated solutions:** The integration of the solutions offered is largely superior to what is found on the market.
- **The quality of its customer service:** The surveys conducted every year indicate that clients perceive their satisfaction to be a top priority for GRICS.
- **Association and economies of scale:** The strength of the school boards joining together around GRICS enables them to benefit from competitive prices and save 9 to 17 million dollars per year.
- **Its development processes and approaches:** The Agile method, adopted since the last strategic plan and applied company-wide, has enabled faster delivery of value to its clientele;
- **The climate of collaboration:** The desire to share and work together is sincere and beneficial to our clients.



Main challenges

The challenges, which are expected to be numerous from now until 2021, are grouped together according to four management perspectives:

Clientele

The reinvention of the application portfolio undertaken by GRICS entails major changes in the tools and practices of the school board network. The consultations conducted at the time of making the diagnosis highlighted the **need for support and coaching**, whether it be to facilitate the transition to Mozaïk or ensure optimal use of the solutions provided.

The major shift undertaken by GRICS to deliver components of the new application portfolio while delivering business value more quickly and regularly has led to an increased frequency and diversity of information to be shared. In addition, with a wider range of populations to inform, there is a constant need to adjust the way it communicates with its clientele.

Lastly, apart from the needs related to the renewal of the application portfolio, the school boards would like GRICS to be more proactive in **anticipating their needs** and more open to solutions offered in the network and in the market in order to promptly meet these needs.

Internal processes

Although GRICS has transformed its procedures for delivering its products and services, the scope of the work to be done is such that the period of time required to complete the solution renewal is too long, therefore making it necessary to operate in parallel with the legacy systems. GRICS must therefore reduce the **time required to finalize the transition to the new portfolio** in order to allow for a consistent working method throughout the network.

With the implementation of cloud-based solutions, expectations with regard to the **reliability, availability and security** of the solutions offered are very high. GRICS will be sure to use mature operations practices to meet these expectations and ensure quality services.

Finances

The investment levels required to complete the application portfolio renewal and meet the needs of the school boards are very high. Over the years, the school boards have seen their funding level decrease and would like GRICS, as a partner, to support them by finding **new sources of revenue** to offset the funding needs for the major work in progress.

GRICS's revenue is essentially based on a price structure that has not undergone any significant transformation since its introduction at the time GRICS was created. While it has evolved over time, the **pricing model** has nevertheless become more complicated, with the addition of new products, multiple exceptions and various features, not to mention the need to take into account the inherent realities of the size of the school boards. The pricing model must therefore be reviewed to take into account the new realities of the products and services as well as clientele.



Human capital

GRICS employees have recognized skills and expertise that form the basis for the quality of all the services and products offered. In the context of a software development company, this expertise must be continuously developed to keep up with rapidly changing technology and practices. The number of **retirements** has been substantial over the past five years, and forecasts for the coming years do not suggest that this situation will improve.



STRATEGIC DIRECTIONS

In order to come as close as possible to the 2021 vision and successfully meet the numerous challenges that will arise, GRICS has developed six strategic directions. Fourteen strategic objectives have been set in order to reach the target, and they contribute to one or several directions. A strategic objective can therefore appear in several directions. In order to measure the achievement of our targets, success indicators have been retained: They will be monitored for the duration of the strategic plan.

Strategic direction No. 1: **CLIENT EXPERIENCE**

Issues

The consultations conducted as part of the development of the strategic plan brought to light the school boards' increased needs for support and coaching in the transition to the new application portfolio. To this end, managers and users must be able to count on GRICS's expertise in order to maximize their efficiency through the processes and tools put in place. Moreover, increasingly diverse clienteles are associated with the solutions offered. GRICS must therefore adjust its practices to meet their needs and provide the required information at the proper time.

Strategic direction

Provide an exceptional client experience in all facets of the relationship

Research firm Gartner Group defines the client experience as the client's perception caused by a series of interactions with a company's employees, systems, products and distribution channels. Management of the client experience involves creating and reacting to client interactions in such a way as to meet or surpass their expectations, thus improving their satisfaction and loyalty.

The client experience is a key element of GRICS's 2021 vision. In a period of great change, the quality of interactions is very important, and GRICS intends to make sure these are as smooth as possible for the school boards. The simpler it is to turn to GRICS, the higher the satisfaction will be in regards to the client experience. Moreover, the school boards are counting on the expertise of the GRICS personnel to support them in the transition to the new tools and practices in order to maximize their efficiency.



Strategic objectives

To offer such a client experience, GRICS will:

- meet the needs expressed and provide more support and coaching to support the school boards in the transition to the new solutions and in their need to optimize the processes in place;
- improve the level of consultation to foster better communication and allow for better exchanges within the network;
- improve the partnerships that GRICS has with key stakeholders such as the Ministère de l'Éducation;
- increase the level of collaboration between GRICS and the school boards;
- favour simplicity in the use of our solutions and our daily interactions;
- review the pricing model taking into account the challenges faced by the school boards and the new cloud computing reality;
- adjust the current culture to support the priority given to the quality of the client experience; and
- ensure the quality of its operational services.

STRATEGIC OBJECTIVES	SUCCESS INDICATORS
Provide support and coaching in the implementation of new solutions and best practices	<ul style="list-style-type: none"> – Percentage of training and implementation team efforts dedicated to change management and process optimization activities – Results of the satisfaction survey for change management and process optimization activities – Increase in annual number of shares of network best practices
Favour communications and consultations according to the various client communities, users and key stakeholders on a strategic, tactical and operational level	<ul style="list-style-type: none"> – Percentage of school boards involved annually in our consultation activities – Number of consultation activities on a strategic, tactical and operational level on an annual basis – Steady increase in communication-related indicators. – Strengthening of partnerships with key stakeholders
Favour opportunities to work in collaboration with the school boards	<ul style="list-style-type: none"> – Number of person-years from the school boards contributing to carrying out co-development and dissemination projects



STRATEGIC OBJECTIVES	SUCCESS INDICATORS
Favour solutions and services that are simple, efficient and user-friendly	<ul style="list-style-type: none"> - Percentage of use of a shared collaboration tool by the school boards - Results of the satisfaction survey on the ease of use of the products and services - Percentage of end-to-end management of an interaction by the first respondent up until is it resolved - Number of high-level GRICS processes optimized per year - Availability of a target architecture for the solutions
Favour equity for the school boards and sustainable funding for GRICS through its pricing model	<ul style="list-style-type: none"> - Implementation of the retained pricing model favouring equity for the school boards and GRICS's continuity
Base GRICS's culture on the quality of the client experience and openness to partnerships	<ul style="list-style-type: none"> - Average annual number of training days completed in the school board network to allow for a better understanding of the operational reality of the school boards - Implementation of the 360 client vision - Number of promising partnerships with the school boards or external firms evaluated per year
Increase the maturity level of operating processes	<ul style="list-style-type: none"> - Percentage of critical systems operated by GRICS for which monitoring is automated - Availability of service level objectives (SLO) and reporting of results - Level of standardization of operating processes (ref.: maturity level as defined in the Capability Maturity Model)



Strategic direction No. 2: **BUSINESS LEADERSHIP**

Issues

The past few years have been significant in terms of the technological positioning of the solutions offered by GRICS. Before the major shift that was undertaken a few years ago, school boards used dated applications, whereas now, they are gradually becoming equipped with leading-edge technological and functional solutions through the integrated solutions that are and will be put in place.

Meanwhile, the needs of school boards are changing and technologies are offering new possibilities to the education world. As an information technology leader and partner of the school boards, GRICS must enable them to take advantage of the best that technology has to offer in support of their educational mission.

Strategic direction

*Better anticipate the needs of the school boards
and, as a leader, offer cutting-edge solutions*

While staying on course with the technological innovations of the past few years to complete the renewal of its application portfolio, GRICS must develop greater business leadership, focused on the challenges faced by the school boards and on the potential of technology.

GRICS must keep up to date with the latest information technology trends in the education field and the solutions offered in the network or on the market. This monitoring will be aimed at identifying opportunities to contribute to the strategic objectives of the network in education or in matters of efficiency, or perhaps even to generate new revenue.



Strategic objectives

To maintain its technological leadership and increase its business leadership, GRICS intends to establish a function to monitor IT trends in support of the network’s educational and administrative needs. These trends will be shared in order to promote better prioritization of emerging solutions.

STRATEGIC OBJECTIVES	SUCCESS INDICATORS
Conduct business monitoring, including technologies	<ul style="list-style-type: none"> – Existence of a business monitoring function – Frequency of reporting IT trends in education to the board of directors and school board network
Achieve targeted innovations	<ul style="list-style-type: none"> – Existence of a think-tank process leading to prototypes – Reporting the outcomes of innovation activities to the board of directors and school board network
Base GRICS’s culture on the quality of the client experience and openness to partnerships	<ul style="list-style-type: none"> – Number of promising partnerships with the school boards or external firms evaluated per year



Strategic Direction No. 3: **RELIABILITY**

Issues

Given that the solutions offered by GRICS are central to the activities of the school boards, they expect them to be reliable and secure. These new solutions are based on a proven cloud operating system. To maintain the trust of the school boards, this modernization must be done without compromising the expected standards of quality for performance, availability and security, despite the growing complexity of the solutions and technological environment. This trust must also extend to all the services offered by GRICS.

Strategic direction

Offer reliable, accessible and secure solutions that foster our clients' trust

In response to the operating and security challenges that GRICS's currently faces and will have to face in the coming years, it makes sure to select trusted technological suppliers and partners. The work does not end there, however; that's just the beginning. The operating processes in place are inspired by the ITIL reference model recognized worldwide. GRICS intends to go even further in optimizing its practices to elevate the maturity level of its processes and equip itself with the necessary tools.

Reliability is also a question of security, and in this field, numerous threats exist and the number is constantly rising. GRICS intends to take all steps to ensure it complies with recognized standards, which ensure sound management of IT assets.

Strategic objectives

The reliability of GRICS services and solutions is based on recognized and mature processes. The processes in place are monitored and GRICS intends to use best practices to further increase their maturity level.

In addition, security will be addressed through initiatives for alignment with the Canadian Standard on Assurance Engagements (CSAE) 3416.



STRATEGIC OBJECTIVES	SUCCESS INDICATORS
<p>Increase the maturity level of operating processes</p>	<ul style="list-style-type: none"> – Percentage of critical systems operated by GRICS for which monitoring is automated – Availability of service level objectives and reporting of results – Level of standardization of operating processes (ref.: maturity level as defined in the Capability Maturity Model (CMM))
<p>Align our actions in matters of compliance and IT security with recognized standards and practices</p>	<ul style="list-style-type: none"> – Implementation of an action plan regarding the Canadian Standard on Assurance Engagements (CSAE) 3416 – Contractual framework adapted to the context of the new technologies deployed



Strategic direction No. 4: **VELOCITY**

Issues

The GRICS application portfolio includes over 70 products developed over the course of its existence. The integration of these products with one another is one of the major strengths of the GRICS service offer, but also represents a challenge in the renewal program for this application portfolio. The coexistence of these solutions and the gradual migration of the school boards require significant efforts on the part of GRICS to ensure the integrity and reliability of the services and data during this transition. The magnitude of the renewal of this portfolio is such that the work related to implementation and deployment will have to continue for another few years.

Despite the needs imposed by this context, the school boards would like for the overall applications renewal schedule to be optimized and for the deployment of solutions to be completed sooner in order to minimize the length of time during which both modes of operation are used.

Strategic direction

Accelerate the availability and adoption of the new solutions portfolio

Over the past few years, GRICS teams have changed their practices to increase efficiency in the delivery of products and services. Work methods have been transformed to deliver using Agile methods more frequently, to focus on delivering value to clients.

The application portfolio renewal schedule is shared using roadmaps. However, this schedule must be optimized to speed up the delivery and deployment of the new solutions, as well as the end-of-life of the legacy systems. Among the strategies to consider to meet this challenge, GRICS must be sure to take advantage of the strengths of the network as well as the secondary external expertise that it can use to improve its speed.

Strategic objectives

To optimize the schedule of availability of the new GRICS solutions, the organization intends to take measures on several levels:

- optimize the availability timelines for the new solutions;
- announce the timelines for the termination of functionalities once the new solutions are made available in order to minimize coexistence with legacy products;
- increase collaboration between GRICS and the school boards, which will help speed up the work through expertise and a better understanding of the realities of the network;



- transform the current culture to favour, in particular, the use of external expertise and openness to partnerships that would be beneficial to GRICS.

STRATEGIC OBJECTIVES	SUCCESS INDICATORS
Optimize the time to market for our product portfolio	<ul style="list-style-type: none"> – Implementation of a Reuse–Rent–Buy–Build approach for the selection of solutions – Implementation of a uniform Agile project management process based on recognized practices – Percentage of adherence to delivery and deployment timelines for new solutions announced, on a quarterly basis – Announcement of a timeline for a new functionality’s termination, after a new solution is made available – Use of value-added external expertise
Favour opportunities to work in collaboration with the school boards	<ul style="list-style-type: none"> – Number of person-years from the school boards contributing to carrying out co-development and dissemination projects – Percentage of use of a shared collaboration tool by the school boards
Base GRICS’s culture on the quality of the client experience and openness to partnerships	<ul style="list-style-type: none"> – Implementation of the 360 client vision – Number of partnerships with the school boards or external firms evaluated per year



Strategic direction No. 5: **OTHER REVENUE**

Issues

Over the past few years, GRICS has fulfilled a great expectation aimed at refocusing its activities around its main clientele, the school boards, who, during this time, were being affected by several budget cuts.

GRICS has significantly contributed to improving its efficiency over the past few years to minimize the impacts of the investments needed to renew its application portfolio. To sustain the level of investment needed to complete this renewal as well as meet the constant needs of the network GRICS must look for new sources of revenue while limiting the impact on its speed.

Strategic direction

Generate additional and profitable revenue from other markets

Without deviating from its mission, GRICS must maximize the revenue potential of the existing solutions. Some of these solutions currently generate substantial revenue that GRICS must maximize.

The other markets that could offer potential must be reached through partners connected to these markets. In addition, the efforts that may be required to make these solutions attractive and relevant to these markets must be able to be self-financed by pre-determined revenue in order to make actual profits that will support the financial investments required to meet the needs of the network.

Strategic objectives

GRICS intends to conduct analyses of these opportunities and utilize partnership possibilities to pursue them, with a view to minimizing impacts on GRICS's capacity.

Moreover, the opportunities identified through the business monitoring that will be implemented could also provide new avenues of revenue that will need to be explored.



STRATEGIC OBJECTIVES	SUCCESS INDICATORS
Generate profitable revenue from other markets	<ul style="list-style-type: none"> – Number of opportunities explored and tested to generate profits in markets other than the school boards
Conduct business monitoring, including technological monitoring	<ul style="list-style-type: none"> – Existence of a business monitoring function – Frequency of reporting IT trends in education to the board of directors and school board network
Achieve targeted innovations	<ul style="list-style-type: none"> – Existence of a think-tank process leading to prototypes – Reporting the outcomes of innovation activities to the board of directors and school board network
Base GRICS's culture on the quality of the client experience and openness to partnerships	<ul style="list-style-type: none"> – Number of promising partnerships with the school boards or external firms evaluated per year



Strategic direction No. 6: **HUMAN CAPITAL**

Issues

GRICS is not immune to the numerous retirements that have been affecting businesses as a whole. Over the past few years, close to 18% of GRICS employees have retired, with an average of 26 years of experience in the company. By 2021, over 23% employees will be eligible and will have the same average number of years of experience at GRICS. These retirements entail a worrying loss of expertise and experience. It is therefore necessary to plan for these retirements in order to ensure a smooth transfer of expertise according to business needs.

Moreover, staff mobilization is key in order for GRICS meet current challenges and upcoming challenges. A team rallied around a common vision and priorities is necessary to maintain the high performance levels our clients expect.

Lastly, to achieve its future vision, GRICS will have to rely on various types of partnerships to enable the contribution of new expertise or to take over various key activities of its service offer. While this notion is partially present today, certain changes in GRICS's culture will be necessary to fully benefit from this method of operation.

Strategic direction

Ensure a level of expertise and skills development in line with business needs

To achieve its 2021 vision, GRICS must be able to count on one of its main assets, its employees. Its strategies and action plans in human resources management must make it possible to anticipate needs as well as plan the development and transfer of knowledge in order to possess the required skills and expertise at the right time and in sufficient amounts, thereby ensuring continuity in a context of high retirement numbers. Follow-up of staff mobilization will also have to be an integral part of the initiatives.

The achievements made over the past few years with regard to GRICS's culture have enabled a major shift, both in terms of technology and practices. In addition to these achievements will be new key factors to strengthen the relationships with school boards and capitalize on the benefits of the various types of partnerships.



Strategic objectives

Human capital, the primary basis of GRICS's expertise, will be managed in such a way as to ensure the continuity of expertise as well as its mobilization.

The company culture will also be adjusted so as to support the strategies put forward.

STRATEGIC OBJECTIVES	SUCCESS INDICATORS
Ensure the maintenance and development of key expertise	<ul style="list-style-type: none"> - Availability of a regularly updated human resources skills management and development plan taking into account expertise transfer needs - Increased focus on professional development in relevant areas of expertise
Ensure ongoing mobilization of our resources	<ul style="list-style-type: none"> - Availability of a regularly updated mobilization strategy - Improvement of GRICS employees' feeling of belonging
Base GRICS's culture on the quality of the client experience and openness to partnerships	<ul style="list-style-type: none"> - Average annual number of training days completed in the school board network to allow for a better understanding of the operational reality of the school boards - Implementation of the 360 client vision - Number of partnerships with the school boards or external firms evaluated per year



IMPLEMENTATION OF THE STRATEGIC PLAN

A communication will be prepared with regard to the implementation of the strategic plan to inform all the stakeholders contributing to the vision, thereby ensuring their mobilization. The communication will also be extended to the various bodies of the school board network in order to maintain a common understanding of GRICS's future vision.

This strategic planning exercise was concluded with a plan of the actions required for the coming year to ensure a quick start to its implementation. This planning exercise will be repeated annually to re-evaluate the priority actions and required resources, and include these needs in the budget planning exercise.

The accountability reporting process includes regular verification of the achievement of set objectives. Lastly, the progress of this implementation will also be communicated regularly to ensure a uniform understanding and dialogue between all players concerning the achievement of the strategic vision.