



MISSION, VISION & VALUES

Mission

To fairly and independently resolve matters in an efficient and effective manner.

Vision

To be widely recognized as a trusted, leading adjudicative and regulatory tribunal.

Values

- We are:
 - Ethical and act with integrity
 - Respectful
 - Responsive, dedicated, and knowledgeable
- The way we operate is:
 - Fair and independent
 - Accessible and accountable
 - Efficient and cost effective
- Our communication with our stakeholders, the public and each other is:
 - Timely and understandable
 - Open and transparent
 - Respectful and courteous
- Our decisions are:
 - Impartial and objective
 - Consistent and timely
 - Well-reasoned and easily understood
- Our workplace is:
 - Professional and team oriented
 - Collaborative and collegial
 - Committed to delivering high quality services



STRATEGIC PRIORITIES, GOALS & OBJECTIVES

	Strategic Priority	Goals	Objectives
1.	Increase public and stakeholder understanding of the UARB	Develop and implement a strategic communications and outreach plan that meets both external stakeholder and internal member and employee needs	<ul style="list-style-type: none"> • The plan should address ways to: <ul style="list-style-type: none"> – Educate stakeholders and the public about the Board’s roles, mandates, independence, funding, board member appointments, processes and decisions – Reach out to stakeholders and public through a variety of community based organizations and events – Target communications and outreach to affected groups and individuals in relation to particular matters – Assist self-represented parties (appellants and intervenors) in their participation before the Board through accessible education, tools and information – Use plain language in decisions, on the website and in all communications – Prepare summaries of all significant decisions – Continue to inform public policy as appropriate



Strategic Priority	Goals	Objectives
<p>2. Heighten the efficiency and effectiveness of the UARB</p>	<p>Maintain a culture of continuous improvement</p>	<ul style="list-style-type: none"> • Address issues of jurisdictional authority early in the process and restrict discussion about irrelevant issues • Strive to improve decision times where possible • Conduct cross-functional training to ensure consistent and high quality service in relevant areas • Improve the process for settlement negotiations and other alternate dispute resolution approaches
	<p>Assess staff roles and internal processes to promote service effectiveness and efficiencies</p>	<ul style="list-style-type: none"> • Review front desk and admin back up practices and implement changes as appropriate • Undertake a workload distribution and scheduling review • Develop a consistent formal complaint and inquiry handling process across all mandates



Strategic Priority	Goals	Objectives
<p>3. Foster a positive and healthy workplace culture that strives to achieve excellence</p>	<p>Implement effective internal communications</p>	<ul style="list-style-type: none"> • Consult with staff and develop and implement a plan to effectively communicate internally • Foster transparent and consistent communication across the organization
	<p>Promote cross-organizational relationship building at all levels to achieve greater team work and collaboration</p>	<ul style="list-style-type: none"> • Develop approaches that encourage and support open and collegial relationships across the organization • Hold orientation and planning meetings on significant files that include all team members
	<p>Continue to review and improve human resource policies and practices</p>	<ul style="list-style-type: none"> • Promote work/life balance and job satisfaction across the organization • Develop guidelines for flexible work arrangements



Strategic Priority	Goals	Objectives
<p>4. Strengthen the UARB's capacity to innovate and adapt to the future</p>	<p>Continually advance our knowledge about best practices; local, national and international trends and events; and how they impact matters and sectors within the Board's jurisdiction</p>	<ul style="list-style-type: none"> • Attend relevant conferences and presentations by experts • Promote internal knowledge sharing • Develop a process for internalizing relevant information and knowledge • Participate on pertinent national and international committees
	<p>Provide training, education and professional development to all members and employees to ensure they have the required skills, knowledge and understanding to effectively respond to changing regulatory and adjudicative environments</p>	<ul style="list-style-type: none"> • Review and enhance internal training including core competency training and new employee orientation • Develop a mentoring program • Conduct employee education sessions about industry / sector changes and trends in the regulatory and adjudicative environments