



iFTI Strategic Plan 2023-2026



MISSION STATEMENT

To advise, assist, and coordinate in the training and development of a skilled, educated, and productive workforce for the finishing trades industries.

PURPOSE STATEMENT

To increase market share and profitability of the finishing trades industries through labor and management collaboration.

LONG-RANGE GOALS

The following represents the iFTI’s long-range goals that encompass its three-year direction. These goals are outcome-oriented statements that lead the iFTI towards its envisioned future. These goals are not in any order of priority. All of the goals will need to be accomplished if the iFTI is to fully achieve its three-year quest.

GOAL A	The iFTI will be the recognized finishing trades industry’s leading-edge resource for developing educational materials and training the most qualified instructors.
GOAL B	The iFTI will be a proactive partner in assisting local area training programs in raising their training standards, recruiting and retention policies.
GOAL C	The iFTI will be a leader in helping to improve the recognition of the finishing trades industry as a viable and important career field.
GOAL D	The iFTI will have an infrastructure that supports and communicates our strategic goals.

LONG-RANGE GOALS AND STRATEGIES

Strategies indicate how the iFTI will organize, focus, and expend its resources and actions to maximize its effectiveness and efficiency in achieving these goals. The strategies must be reviewed and updated on an annual basis.

The strategies were rated in importance of when they should be undertaken. The three ratings include:

High	Work on this strategy must be undertaken in the next program/fiscal year.
Medium	Work on this strategy should be undertaken in the next program/fiscal year.
Low	Work on this strategy can wait until a subsequent program/fiscal year if necessary.

Milestones are used to determine the overall progress toward a goal. They indicate how close the iFTI is to achieving a goal as it executes the individual strategies for each goal. *The milestones measure goal achievement, not strategy achievement.*

The Fund Administrator, or his designee, shall designate members of the staff and senior faculty to assess on an annual basis the success of the iFTI in realizing the goals established in the strategic plan. An annual report compiling the results of that assessment shall be submitted to the Board of Trustees for consideration. Any changes or improvements determined by the Board of Trustees shall be reflected in a revised written version of the Strategic Plan and shall be appropriately communicated to staff, faculty and students.

GOAL A: *The iFTI will be the recognized finishing trades industry’s leading-edge resource for developing educational materials and training the most qualified instructors.*

Strategies

	Priority	Description
A1	High	Continue to implement an assessment of programs by ATR.
A2	High	Based on this assessment, continue to develop and upgrade the curriculum as needed.
A3	High	Continue to conduct training at the International Training Center.
A4	Medium	Continue the evaluation process to ensure the quality and relevance of the education and training that is being delivered.

Milestones

An increase in:

- qualified instructors
- skilled finishing trades industry craftsperson
- training delivered at the International Training Center
- the quality and relevance of education and training
- a continuously updated curriculum that is always relevant
- new education and training programs and methods of delivery

GOAL B: *The iFTI will be a proactive partner in assisting local area training programs in raising their training standards, recruiting and retention policies.*

Strategies

	Priority	Description
B1	High	Assess the current state of the local area training programs day-to-day operations: <ul style="list-style-type: none"> ▪ implement the revised National Guideline Standards of Apprenticeship (29 CFR 29). ▪ capacity to deliver appropriate education and training (e.g., programs, leaders, training facilities, instructors). ▪ assist in program alignment with federal and state agencies.
B2	High	Maintain Learning Management System (LMS) to provide interactive education and training to the local area training programs.
B3	High	Implement a standard recruitment and retention policy guide.
B4	High	Continue to gather and disseminate successful strategies and best practices on recruitment and retention.

Milestones

An increase in:

- data collected from ATR 101 (scorecards)
- usage of the LMS
- recruitment and retention of apprentices at the local level
- capacity (e.g., programs, leaders, training facilities, instructors)
- accountability at the local level

GOAL C: *The iFTI will be a leader in helping to improve the recognition of the finishing trades industry as a viable and important career field.*

Strategies

	Priority	Description
C1	High	The iFTI will reaffirm their accreditation with the Council on Occupational Education (COE).
C2	High	Show future trades people that our finishing workers earn competitive wages and benefits.
C3	High	Work with industry stakeholders to ensure information is disseminated.
C4	High	Promote and implement the iFTI training and certification programs.
C5	Medium	Promote and implement the iFTI mentoring program.
C6	Medium	Showcase the work of the union finishing trades’ people (big jobs).
C7	Low	Participate in career days and job fairs to promote our trades.

Milestones

An increase in:

- apprentices
- ongoing qualified workforce that meets the industry’s evolving needs
- contacts from the educational systems for information
- the image of the industry as a viable career and successful field
- effective communication to all organizations and activities, which could provide apprentices (e.g., career days, job fairs)
- industry recognized certifications
- the marketing effort to better brand the finishing trades industry (role model) the existence of a process to showcase the work of the union finishing trades workers.

GOAL D: *The iFTI will have an infrastructure that supports and communicates our strategic goals.*

Strategies

	Priority	Description
D1	High	Realign the BOT and subcommittee structure as industry dictates.
D2	High	Develop and revise the iFTI Policies and Procedures to support its strategic goals.
D3	High	Support the development and implementation of a workforce database system – UNITE.
D4	Medium	Partner with IUPAT and LMCI to promote and market the iFTI’s programs.
D5	High	Provide ongoing communication with all finishing industry stakeholders.

Milestones:

An increase in the iFTI’s:

- training effectiveness and efficiency
- accountability
- ability to successfully implement its strategic direction