



# 2020 Chapter Management Awards Work Plan

**Chapter:** IABC Victoria

**Category:** Volunteer Engagement & Leadership Development

**Division 1:** Large chapters

## About IABC Victoria

With 212 financial members (as at 1 December 2019), and a non-member peer network of over 500 communication professionals, IABC Victoria (Australia) is the largest IABC chapter outside of North America and the fifth largest chapter globally – a distinction we value highly and work incredibly hard to preserve.

We’re a very eclectic and vibrant group of communication professionals in terms of the range of disciplines our members practice across the communication spectrum, and the range of communication practitioner types and interests our chapter represents and needs to cater to. Many of our members work for multi-national companies, top tier banks, boutique consultancies, creative agencies, infrastructure businesses, not-for-profits and local, state and federal government authorities. The chapter also serves the needs of students at local universities across Victoria.

While we’re a part of a burgeoning and economically powerful region of the globe, IABC Victoria faces some different challenges to those of our North American and European counterparts. Our geographic isolation means the capacity of our members to tap into other chapters’ events, the IABC World Conference, Leadership Institutes and many other IABC professional development and networking opportunities is more limited. The cost of travel and accommodation and time needed to travel long distances can also act as a significant barrier.

The ‘market’ in relation to professional organisations that support the communication function is well contested in Victoria. A very active and well established chapter of PRIA (the Public Relations Institute of Australia) is the most obvious competitor for individual members, although competition also comes from Page (Arthur W. Page Society), Australian Marketing Institute, Gartner (formerly CEB) and the Centre for Corporate Public Affairs. As such, it’s imperative that our local brand is strong, and that we deliver diverse and tailored content, professional development programs and networking and connection opportunities that meet the needs of our varied membership.

Key to our central purpose of keeping the IABC and our chapter brand strong, and taking a leadership role in the development and evolution of our profession is an engaging, relevant and diverse volunteer engagement and leadership development strategy.

## Engaging and developing chapter volunteers and leaders

Volunteer engagement and leadership development planning in IABC Victoria follows a continuous cycle of board member recruitment, development, rotation and succession planning, and supports the chapter’s annual strategic plan. The IABC Victoria Board entered the 2019-20 term with 13 formal board roles, each of which has a specific job description. This ensures we have an open and equitable process, and allows the chapter to run efficiently and ethically. A budget of \$6,000 was established, specifically for leadership development.

## Goals, objectives, measures and outcomes

The IABC Victoria Board year runs from late February. We meet for a half-day strategy meeting in early March to focus on what the board wants to accomplish during the upcoming year. Our **overarching goal** is to elevate IABC Victoria’s brand and reputation, promotes the value of membership and increases our members’ credibility and value as strategic communication professionals.

The following is a summary of the chapter’s objectives for volunteer engagement and leadership development, the measures and outcomes we achieved.

Objective	Measure	Outcome
13-member board identified by February 2019	Full working board in place post AGM elections February 2019 with job descriptions and orientation having taken place.	13-member board in place by February 2019, with each role clearly defined by a job description.
Additional volunteers sought to fill non-board roles and sub-committees	Project gaps filled by volunteers and sub-committees formed to foster development of future leaders.	One additional role added to board and filled by a volunteer; three additional volunteers recruited to fill



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		sub-committee roles (e.g. 20 <sup>th</sup> anniversary committee).
Succession plan in place for 2020-21 by November 2019	Succession plan in place for 2020-21 – future board identified.	All 2020-21 roles in place by December 2019.
Strategy in place for 2019-20 by mid-March	Strategy in place and communicated all volunteers and members.	2019-20 chapter strategy identified and communicated to volunteers and members by March 2019 (used to identify volunteer needs for the chapter)
Development opportunities for leaders identified (be part of IABC development through committees and task forces etc.), attendance at regional and international Leadership Institutes and IABC's World Conference	Attendance at regional and international Leadership Institutes by three board members; attendance at IABC's World Conference by one board member.	President, incoming President and incoming Vice President to attend IABC's international Leadership Institute in Austin, Texas in February 2020. President attended and spoke at IABC's World Conference in Vancouver, Canada in 2019.
Submit four chapter management awards in the 2020 process	Four awards submitted for: <ul style="list-style-type: none"> <li>▪ Sponsorships/partnerships</li> <li>▪ Professional development</li> <li>▪ Events</li> <li>▪ Volunteer engagement &amp; leadership development</li> </ul>	The 2020 winning entries will be announced at IABC's Leadership Institute in February 2020 in Austin, Texas

### Volunteer recruitment and succession planning

IABC Victoria has, in recent years, embarked on a constant leadership identification, recruitment and succession planning program. The purpose of this program is to 'get them while they're keen, keep them, support and develop them, and most importantly, not let them burn out'. It was important to step up volunteer and leader identification and development in 2019, to secure a strong position of retention and growth, with a particular focus on member benefits, particularly given the recent membership losses across IABC. During the 2019 strategy session it was decided to increase volunteerism in line with chapter growth and to fill roles in projects and committees as necessary.

Selection of leaders is based on the skills of the individual matched to the role or where an individual wishes to develop. With this in mind the board identified the areas of need, advertised for volunteers through our communication channels (eDM, website and social channels), and actively engaged members at events to determine levels of interest and capabilities. The IABC Victoria President, Vice President or Immediate Past President will meet with individuals identified as a possible volunteer, interview them and ensure the right fit for the role. They then followed through with induction on the strategy, their role description, and describe the chapter processes and procedures. The president also met with each board member and volunteer two to three times during the year, enabling succession planning and performance management to take place. We now have members actively seeking out volunteer roles (at least 1 per month). Retention for the chapter in 2019 is 92%.

### Training and development

It has become increasingly important to become more involved in regional and international IABC activities. We are committed to providing opportunities for our chapter leaders to develop international networks and gain exposure to the communication profession in other parts of the globe. Despite the cost associated with participating in regional and international events (average cost for a leader in Victoria, Australia to attend an event in the USA is USD\$5,000), the chapter acknowledges the rich experience this brings not only to the individual but in return to the chapter and our members.

Active involvement was sought at both regional and international level for various leaders to develop further. The president conducted induction sessions for all new volunteers and met with each leader two to three times in the year. All leaders were involved in a half-day strategy development workshop which ensured everyone was engaged with chapter priorities.



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Additional regional and international responsibilities were taken up by board members. From February – November 2019, IABC Victoria has board members involved in the Global Communication Certification Council and the Trends Watch task force. Three board members will attend the 2020 Leadership Institute in Austin, Texas and one has been selected to present on certification. One board member attended and spoke at the 2019 IABC World Conference in Vancouver, Canada. Three board members were on the blue ribbon panel, evaluating Gold Quill Awards.

### Strategy planning and goal setting

The #IABC1720 strategic framework is the governing document for all chapter plans and initiatives and strategy planning, and goal setting is seen as a key activity each year for IABC Victoria. Using the IABC planning tools, the board conducted a strategic planning workshop and developed the 2019 strategic plan. The strategic plan is vital as it clarifies what we offer our members. This in turn determines the decisions made by the board and ensures actions support our defined values and priorities. The strategic plan undergoes a formal review twice per year; however the plan is referred to at the monthly board meetings when determining projects and budget allocation. The strategic plan was defined in March 2019 and implemented during 2019. IABC Victoria's 2019 strategy is included in the work sample.

### Recognition programs

Ongoing informal recognition is part of the culture of IABC Victoria. The president sends regular communication to volunteers and leaders to congratulate them as key achievements occur. Public recognition is also made on IABC Victoria's social media channels. Volunteer members and leaders are invited to complimentary dinners to thank them for their efforts. Additional milestone events are held when meeting strategic objectives (such as membership target reached). All volunteers pay an annual event fee of \$100 which enables them to attend all chapter events at no additional cost during the year; they are also recognised with a profile on our website.

A formal recognition program – The President's Award – was developed and implemented for the first time in 2019. The President's Award is presented to an individual for special service to IABC Victoria during the president's term. The recipient is chosen by the IABC Victoria Executive Leadership Team (comprising the president, vice president and immediate past president) and conferred upon an IABC Victoria volunteer member whose efforts have included positively enhancing IABC Victoria's reputation and image, and going above and beyond that of what volunteers may usually undertake.

Nominators must submit a one-page statement describing the reason for the nomination. The statement should clearly identify the most compelling reason for making the nomination and include specific examples that illustrate the person's outstanding efforts and achievements rather than general complimentary statements. Nominations should provide specific details such as how the individual's work or actions have brought positive attention to IABC Victoria; how the individual's work may have impacted the functioning of IABC Victoria; and how the individual's performance has enhanced the work of others.

The recipient is announced at IABC Victoria's annual Bronze Quill Awards Gala. In 2019, the recipient was announced at the IABC Victoria Bronze Quill Awards & 20th Anniversary Gala on 29 July 2019. The inaugural recipient of the President's Award was Salam Hasanein, Co-Chair of the IABC Victoria Board's brand and communication portfolio. Any current IABC Victoria member active for the previous 12 months is eligible for consideration. The member must be of good standing in the communication profession. The award nomination criteria and procedures are included in the work sample. The other official submission to recognition each year is through the IABC Chapter Management Awards.

### Election procedures

The IABC Victoria board is elected by members in February each year, through a nomination process. Nominations forms are distributed 28 days prior to the election which is open to all members. The nominees are then elected at an all member function and candidates are then voted on by the membership. These rules are laid out in our rules of incorporation under law and available publicly. The board actively pursues candidates from a variety of backgrounds to ensure a good mix of candidates from a variety of disciplines. If volunteers do not secure a position, other volunteer roles are offered. Previous volunteers are given preference in the nomination process.