

Project Plan

Turn IAAP into a Remarkable Association by 2010

Purpose:

We are committed to integrating the concepts of the *7 Measures of Success* by the American Society of Association Executives, into the International Association of Administrative Professionals (IAAP), to create a Remarkable Association by 2010.

Scope:

- Redefine mission and value statements
- Evaluate existing and future programs against the organizational mission
- Align association resources to develop and carry out the right programs and services designed specifically to fulfill the mission of IAAP and advance Career-Minded Administrative Professionals
- Develop a customer service culture at Headquarters to provide effective support to members, chapters and divisions
- Train members, chapters and divisions in creating a customer service culture of their own
- Create a baseline membership survey and determine frequency of survey, storage and access
- Develop & maintain data-driven strategies that support IAAP's decision-making processes
- Further define the roles and relationships of Board, Executive Director and Staff



Project Schedule:

First Phase: April-December 2008

Second Phase: January 2009 – June 2010

Third Phase: To be determined at Fall 2009 Board meeting

Resources:

1. Executive Oversight Committee (EOC) will consist of:

- Current International President
- Current International President-Elect
- Current International Vice President
- Executive Director

The EOC is responsible to provide oversight of project. This will be conducted through bi-weekly conference calls with Project Manager and other IAAP Headquarters staff as required. The EOC acts as the interface to the International Board and provides status updates to the Board. The EOC members will not participate in Action Teams and Think Tanks. Communications to IAAP's leadership and membership is approved by the EOC and follows a documented communication plan.

2. Project Facilitators:

- Project Manager – The Project Manager is responsible to manage the scope, deliverables and project requirements of the project. Bi-weekly progress reports and updates will be provided to the Executive Oversight Committee.
- Project Resource Manager – Reports to Project Manager and works to apply financial and human resources to the project as needed. The Project Resource Manager also has primary responsibility for any related HR initiatives. This position works with Project Manager, Executive Director and International Treasurer to incorporate financial needs into the annual budget, tracks project expenditures and coordinates with Project Manager and Executive Director to apply Headquarters personnel to projects based on overall needs and specific needs of the action teams.

Think Tanks and Action Teams

These two teams will be formed on an as-needed basis (though some may be permanent based on their function) by the EOC and Project Manager. Both teams will use an Action Plan Worksheet to document objectives, major steps, action plans, responsibilities, scheduling, resources, costs and staff and volunteer time estimates (sample attached) which will be submitted to the Project Manager.

Think Tanks are formed to hold focused, strategic discussions and are usually limited to one meeting to develop possible action plans.

Action Teams are tactical in nature and are usually tasked with developing and carrying out an action plan after a strategic direction is decided upon.

Action Teams and Think Tanks may consist of the following:

- International Board Members
- Past International Presidents
- Past and current division and chapter leaders
- Past and current International committee members
- Headquarters staff

Some existing subcommittees will be transitioned into Action Teams or Think Tanks, including those subcommittees focused on strategic planning.

Some examples of possible Action Team projects:

- Develop & conduct member needs assessments
- Work with staff to assess technological support needs and acquisition
- Analyze budget trends and appropriations

Some examples of possible Think Tank projects:

- Compare programs to Mission
- Provide feedback to member assessment
- Conduct analysis of member assessment
- Develop long-term action-plan regarding phase-in of programs

Parameters and Processes

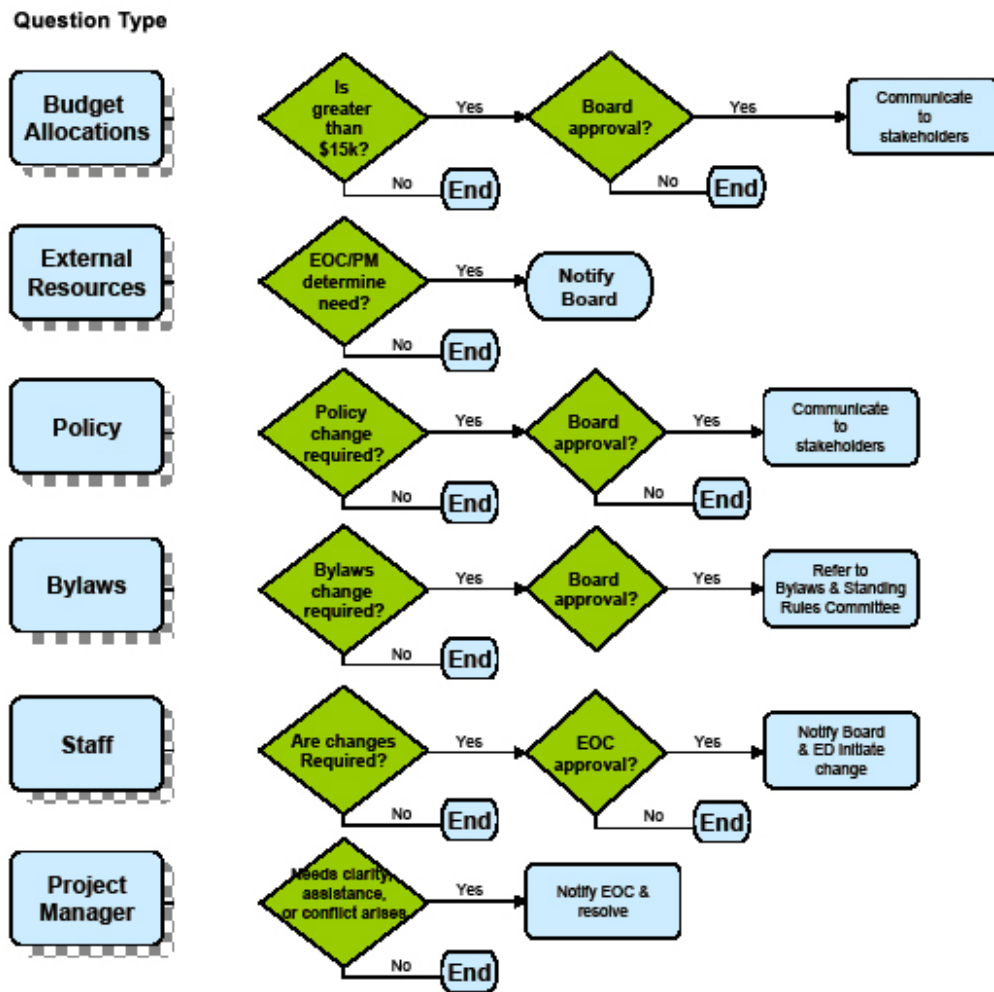
Decision making parameters will be established to clarify clear lines of authority. Some decisions will be delegated to the Executive Oversight Committee, some will need to be made by the full Board and some, where bylaws are involved, will need to be brought to the membership. The EOC may also be in consultation with other Board members, including the International Treasurer, regarding financial and budgetary matters.

Decision Parameters

- Budgetary allocations of less than \$15,000 shall be made by the EOC given these allocations are within the total amount of budget appropriations. Additional budget appropriations in excess of \$15,000 shall be made by the International Board.
- Decisions on selections of external consultants will be determined by the EOC and Project Manager with notification to the International Board.
- Decisions regarding policy that arise in the course of the project shall be determined by the full International Board.
- Decisions that require a bylaws proposal shall be referred to the Bylaws and Standing Rules Committee as a proposed amendment through a Board action.

- Decisions regarding staff structure shall be made by the Executive Director in consultation with the EOC and with pre-notification to the International Board.
- The Project Manager will be transparent regarding all decisions to the EOC. In addition he seeks the approval of the EOC for decisions when the authority is not clear, when conflict within the various teams arises or when he believes it is necessary.

Decision Flow Chart



All developments and decisions will be communicated to the full International Board by the EOC. Quarterly progress reports and communication will be provided to the full membership by the EOC through the International President.

First Phase Developmental Activities -- April 2008 – Dec. 2008

- Redefine Mission Statement and finalize value statements with input from leaders and members - *Full Board, September 30*
- Develop project communications plan- *Project Manager*
- Develop project “change management” plan – *EOC*
- Develop and administer baseline member questionnaire - *Action Team*
- Assess programs/services against new mission statement and member input - *Think Tank, Executive Oversight Committee*
- Review internal leadership resources, documents and information – *Action Team*
- Develop a documentation process for tracking complaints and compliments from members, as well as a documentation method to receive ideas and suggestions – *Action Team*
- Analyze budget appropriations for last 10 years to determine how and where IAAP has used its financial resources and if resources have been applied to efforts in alignment with the mission. This analysis will be used to determine future planning - *Action Team including International Treasurer and Project Resource Manager*
- Develop timeline for the priorities of project - *Executive Oversight Committee, Project Manager*
- Develop action plan and measures as a result of first phase efforts - *Executive Oversight Committee, Project Manager*
- Determine budgetary impact of action plan - *Executive Oversight Committee, Project Manager, Action Team*
- Track and evaluate alliances from past five years - *Action Team*
- Analyze and document CEO position functions and actions in order to determine if there is adequate time for focusing on visionary thinking and acting as a broker of ideas (ongoing) - *EOC*
- Develop measurement tools for action plan components - *EOC*
- Complete first phase by December 15, 2008 to affect 2009-2010 budget figures.

Parallel Efforts and Activities: (to be completed during Phase I)

- Redesign of IAAP Website incorporating input of 7 Measures Effort
- Monitoring and assessing the Pathways to Excellence Program
- Documenting IAAP Internal Processes
- Begin Process Mapping at Headquarters
- Ongoing HR training in the areas of conflict resolution and teambuilding
- Review of documented internal resources for membership
- Publication and external marketing and promotional materials review
- Marketing plan development
- Centralization of Research
- Develop online membership registration capability for all chapters
- Compile behavioral guidelines that define/describe “misconduct”

Second Phase -- Jan. 2009 – June 2010

- Integrate action plans related to HR Study into the project including:
 - Cross training of Headquarters staff/departments – *Action Team, Project Resource Manager*
 - Conduct focus groups of staff – *Action Team*
 - Initiate process mapping that will assist with improvement to customer service and aligning staff with project directives – *Action Team*
 - Institute customer service processes and tools at Headquarters – *Action Team*
- Create external environment assessment tool and use to scan for threats and opportunities – *Action Team*
- Build an employee survey and determine frequency and data use – *Action Team*
- Conduct 360 assessment using employees/volunteers/suppliers (done on a yearly basis in subsequent years) – *Action Team*
- Discuss data interpretation and 360 survey – *Think Tank*
- December 2009 – Integrate new initiatives into 2010-2011 budget – *Think Tank, Project Resource Manager*
- Project assessment and Third Phase planning – *Board, Executive Director and applicable staff*

Parallel Efforts and Activities: (to be completed during Phase II)

- Survey members on effectiveness of redesign of IAAP website
- Monitor and assess the Pathways to Excellence Program,
- Ongoing Process Mapping at Headquarters
- Ongoing HR training in the areas of conflict resolution and teambuilding
- Marketing plan assessment

Key Target Dates:

July 15, 2008 – Compilation of member input regarding Mission Statement and Value Statements.

July 31, 2008 – First action teams assigned/think tanks scheduled – (Post-convention Board meeting)

August 1, 2008 or earlier – Engage an external research analyst to assist with developing baseline member assessment and determine frequency and data collection.

August 15, 2008 – Finalization of member assessment – Assessment conducted the last two weeks of August

September 15, 2008 – Member assessments results compiled.

September 30, 2008 – Finalization of Mission Statement and Value Statements

September 30, 2008 – Board conference call to discuss member assessment results and recommended action plans for rest of calendar year 2008, including the formation of any additional action teams or think tanks.

October 31, 2008 – Morning action teams/think tank meetings at first day of Fall Board meeting. Late morning/afternoon – full Board engages in strategic discussions.

December 15, 2008 – Any budget ramifications of 7 Measures determined to enable integration into 2009-2010 budget preparations.

December 15, 2008 – Review Parallel Efforts and Activities to determine if they have been completed.

January 31, 2009 – Advance any required proposed bylaws changes to the Bylaws and Standing Rules Committee to be considered at the Minneapolis convention.

November, 2009 (Fall Board meeting) – Project assessment and Third Phase planning.

Constraints:

- Shortfalls in financial resources
- Technology
- Overload of staff capacity with a layer of responsibility that must be integrated with existing responsibilities
- Resistance to change on several fronts including staff, leadership and members
- Lack of commitment to initiative from yearly Board turnover causing a loss of momentum
- Economic factors create additional financial constraints
- Political conflict or resistance
- The development of skills and expertise for project resources

Assumptions:

- The new mission statement will clearly define the purpose of IAAP internally and externally
- The association is ready for significant culture change
- There is significant buy in from staff
- There is significant buy in from the Board
- There is significant buy in from Association leaders
- Key stakeholders have been identified

- Membership levels will not change dramatically for 2008-2010
- The timeline is adequate
- We have the necessary technical skills for implementation
- We can use existing technology without significant capital costs
- The Project Manager and Project Resource Manager will not change
- No other initiative or project will be undertaken during the duration of the project

Approvals

Strategic Sub-Committee – July 8, 2008

- Acting President-Elect Barb Horton CAP, Chair
- Secretary Susan Shamali CPS/CAP
- Treasurer Mary Ramsay-Drow CPS/CAP
- Director Teresa Bennett CPS/CAP
- Director Tamra Goodall CPS/CAP

Board of Directors – July 25, 2008

- International President Judy McCoy CPS/CAP
- Acting International President-Elect Barb Horton CAP
- International Vice President Sandra P. Chandler CPS
- International Secretary Susan K. Shamali CPS/CAP
- International Treasurer Mary Ramsay-Drow CPS/CAP
- Director, Canada District Kathy Fogal CPS/CAP
- Director, Great Lakes District Sam W. Gill III CPS
- Director, Northeast District Marie (Gerry) Brunell CPS/CAP
- Director, Northwest District Teresa G. Bennett CPS
- Director, Southeast District Tamra L. Goodall CPS/CAP
- Director, Southwest District Karlana Rannals CPS/CAP