



To advance the  
profession of editing

# WP 4

## **WP4 Members:**

Rosemary Noble (Vic), Chair  
Charles Houen (Vic)  
Kerry Davies (Qld)  
Robin Bennett (Qld)  
Denise Holden (NSW)  
Elizabeth Murphy (CSE)  
Marianne Hammat (SA)  
Josephine Smith (WA)

## **PROJECT FOR TRANSITION OF IPED MEMBER SOCIETIES TO THE DIRECT MEMBERSHIP MODEL**

### **FORMATION OF PROJECT TEAMS**

**11 March 2014**

In order to undertake the transition of IPed's member societies to a direct membership model, as detailed in the Business Case presented to members and endorsed by vote in 2013, this Working Party (WP4), under the auspices of the IPed Council, has initiated five project teams. These teams are working according to the principles spelled out in the document 'Restructured national organisation – principles of governance and operations'. The project teams are:

1. Legal & governance
2. Finance & operations
3. Membership
4. Communications
5. Professional development

This document contains an initial project scope for each of these teams and a request for expressions of interest and involvement by individual editors. It is intended for circulation by society committees to encourage their members to become involved with these processes.

While we attempted to spell out the deliverables for each project team, it is not yet possible to accurately predict their full range or completion dates for individual tasks.

Other voluntary roles of team leaders and participants need to be taken into account when estimating time required to complete each stage of work. A team leader who is also an IPEd Councillor and Society committee member, for example, would be attending at least five meetings and teleconferences per month, each with subsequent action, analysis and reporting to undertake.

It is also important for teams to work well and take the time needed to do so, not rush to complete tasks by deadlines for the sake of them. Simultaneously, teams need to try to meet schedules in order to assist in a coordinated and concurrent move forward by all. There are many points of intersection between these project teams as spelled out, so interdependence between teams will require patience, as some decisions will rely on actions and decisions by others.

### **COMMUNICATION WITH OUR STAKEHOLDERS**

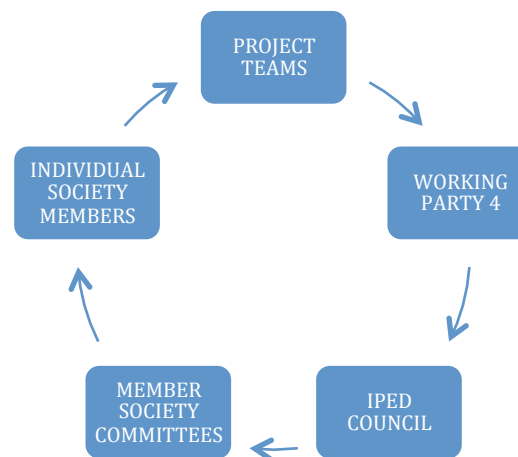
The Working Party will undertake to communicate as widely as possible and as frequently as necessary to ensure that all stakeholders are fully apprised of the activities of the Working Party and its project teams. A part-time project manager has been appointed to oversee these functions during the transition period.

The project teams will prepare reports for WP4, IPEd Council and the societies for distribution via meeting attendance, IPEd and society websites, IPEd notes and society newsletters.

All actions and decisions taken by the WP and its teams will be endorsed by the Council before further dissemination.

WP4 and team members will be responsible for additional two-way feedback between their societies and the working party.

### **Information flow**



<b>PROJECT TEAM 1: LEGAL &amp; GOVERNANCE (L&amp;G)</b>		<b>TEAM LEADERS: Charles Houen (Vic) &amp; Josephine Smith (WA)</b>	
<b>DESCRIPTION AND OBJECTIVES</b>	<p>The team's role is to define and develop the overall legal, regulatory and governance framework for the national direct membership organisation, its branches and members. Its role does not cover operating procedures, but the governance structure, constitution and policies that will enable and regulate those procedures.</p> <p>Its objective is to define how the societies will transfer members and assets to the national body, and to develop the constitution and policies needed for the effective operation of that body.</p>		
<b>DELIVERABLES</b>	<b>ITEM</b>	<b>TIMETABLE</b>	
	1. Research and definition of the legal and regulatory processes for the transfer of funds and members to the national body, and the winding up or cancellation of the registration of each member society.		
	2. A draft constitution for the national body.		
	3. Proposed policies covering all governance issues, including those relating to the processes of the board and branch committees, delegation of authority, staff, ethics and the code of conduct.		
<b>RESOURCES</b>	<p>The team has prime responsibility for all tasks, but may subcontract aspects to IPEd, society or external resources. For legal work (regulatory processes and the draft constitution), initial drafting will be done by the team leaders, with legal advice (on a pro bono basis through the Arts Law Centre) as necessary. A group of reviewers, drawn from as many societies as possible, will be asked to review the drafts, and this process may result in amendments.</p> <p>For policies for the national organisation and branches, society volunteers with appropriate knowledge and experience will be sought to work on selected policies, and to review all policies. It is proposed that the team leaders will initially draft a list of necessary policies, including the suggested drafters and reviewers. Branch policies in particular will require review by representatives of all societies.</p> <p>The team members need to have some legal or business experience; therefore, it may not be appropriate or required to have a team member from every member society. Team members will have to be sought through personal contacts/recommendations.</p>		

<b>PROJECT TEAM 2: FINANCE &amp; OPERATIONS (F&amp;O)</b>		<b>TEAM LEADERS: Josephine Smith (WA) &amp; Charles Houen (Vic)</b>	
<b>DESCRIPTION AND OBJECTIVES</b>	<p>The team's role is to define and develop the operating procedures for the national direct membership organisation's board, branches and national office.</p> <p>Its objective is to define how all activities of the national body's board, branches and national staff will operate, within the rules established by the constitution and policies.</p>		
<b>DELIVERABLES</b>	<b>ITEM</b>	<b>TIMETABLE</b>	
	<p>1. Draft operating procedures for: membership applications, approval, management and reporting (with reference also to the Membership team); membership online self-service and payment; event management, registration and payment; budgeting (national and branch) and accounting; billing, purchasing, expense claims, payment and banking; reporting; board and branch committee meeting; systems functions; the roles of contract staff.</p> <p>2. Procedures for final society votes</p>		
<b>RESOURCES</b>	<p>The team has prime responsibility for all tasks, but may subcontract aspects to IPEd or society resources.</p> <p>The team members need to have high level accounting experience; therefore, it may not be appropriate or required to have a team member from every member society. Team members will have to be sought through personal contacts/recommendations.</p> <p>The society treasurers (and/or committees) will need to be involved in determining and agreeing branch budgets. The treasurers will be contacted when required.</p> <p>When the detailed tasks have been defined, where necessary and appropriate the team will document the work or input required from external resources and obtain approval to recruit them through the societies.</p>		

PROJECT TEAM 3: MEMBERSHIP		TEAM LEADER: Kerry Davies (Qld)
<b>DESCRIPTION AND OBJECTIVES</b>	<p>The team's role is to define and develop national membership levels, fees and benefits.</p> <p>A national freelance register will also be considered by this team, in tandem with F&amp;O, and with reference to the national website (Communications team). The Membership team should also have input re the membership record system and degree of involvement of branches in application approvals and other operational matters related to membership, which would be dealt with under F&amp;O and/or L&amp;G.</p> <p>The objective is to achieve consensus agreement between the societies, and with IPEd Council, as to the national membership structure, fee levels and benefits, taking into consideration the various aspects and issues noted in the Membership and shared functions paper; to achieve fairness for both small and large societies; provide sufficient income for IPEd; and minimise administrative complexity where possible.</p>	
<b>DELIVERABLES</b>	<b>ITEM</b>	<b>TIMETABLE</b>
	1. Scale of membership levels, including consideration of full or professional, associate, distance, student and other concessions, life members, corporate members, and possible other tiers, such as Fellow (for very experienced editors) and/or Emeritus members (for retired or semi-retired members). Eligibility criteria, and acceptable fees and benefits will be considered for each level.	
	2. Policies regarding automatic acceptance of AEs to full membership, concessions for members undergoing hardship, PD concessions at branch level for distance members if not a separate category, and membership periods, part-year joining and transfers between branches, though this will also be considered under F&O.	
	3. A national freelance register, in tandem with F&O and Communications teams.	
	4. Input re the membership record system and degree of involvement of branches in application approvals and other operational matters related to membership, which would be dealt with under F&O and/or L&G.	
<b>RESOURCES</b>	<p>The team members should be drawn from all societies if possible. Most appropriate to the task would be current or former membership officers (admin aspects) and/or presidents or other committee members (policy aspects) with a view to working cooperatively with team members from other societies.</p>	

<b>PROJECT TEAM 4: COMMUNICATIONS</b>		<b>TEAM LEADER: Denise Holden (NSW)</b>
<b>DESCRIPTION AND OBJECTIVES</b>	<p>The team's role is to define and develop the communication framework for the national direct membership organisation and the processes for transition to this framework</p> <p>Its objectives are to define the communication channels and methods the national organisation will employ to communicate with members, branches, industry and the general public, to define the nature of information to be disseminated through these channels and the frequency of publication, and to recommend processes for transition from the current member society communication models to the national communication model.</p>	
<b>DELIVERABLES</b>	<b>ITEM</b>	<b>TIMETABLE</b>
	1. Policy to establish protocols for deciding official names of IPEd branches under the direct membership model. Develop a design brief once names are agreed.	
	2. Website development to review the requirements for a national direct membership website and determine whether the existing IPEd website structure can be adapted to fulfil these and potential future needs.	
	3. Policy for utilising key social media channels (Twitter, Facebook and LinkedIn) to communicate with members, industry and also the general public, including both public and private social media groups.	
	4. Member newsletter policy to recommend format, content, frequency and distribution methods for a regular national newsletter to members.	
	5. Policy on the promotion, publication and distribution of works written by society members, including those currently available for sale through the societies and future commissions.	
<b>RESOURCES</b>	<p>The team members should be drawn from all societies if possible. Ideally they should have skills and experience in one or more relevant disciplines such as: public relations, publicity, website development, newsletter production, communications planning, marketing strategy, branding, social media campaigns.</p>	

PROJECT TEAM 5: PROFESSIONAL DEVELOPMENT		TEAM LEADER: Robin Bennett (Qld)
<b>DESCRIPTION AND OBJECTIVES</b>	<p>This team is responsible for developing a strategy and a mechanism for delivery of an equitable, cost-effective professional development program for IPEd members. Professional development includes: provision of training for editors through face-to-face workshops and online courses (including those provided by similar organisations overseas, such as SfEP); conferences; accreditation; mentoring; provision of information on professional development opportunities (including tertiary courses) to present and prospective editors. Recommendations made by this team may be concerned with an IPEd policy of focusing on continuing professional development for editors.</p> <p>The team's objectives are to recommend a strategy and a mechanism to achieve equitable advancement of the quality, skills and expertise of Australian editors via nationally coordinated professional development programs.</p>	
<b>DELIVERABLES</b>	<b>ITEM</b>	<b>TIMETABLE</b>
	1. Developing a training and professional development policy for the new national organisation, by identifying the training needs and priorities of society members, current difficulties, including gaps in topics, current difficulties in accessibility, methods of delivery, payment options, sourcing and qualifications of trainers, cooperation with external providers	
	2. Review of and recommendations for specific policies and procedures regarding the conduct of current activities: <ul style="list-style-type: none"> <li>a) accreditation scheme</li> <li>b) biennial conferences</li> <li>c) mentoring program (currently operated by CSE).</li> </ul>	
	3. Policies and procedures regarding <i>Australian standards for editing practice</i> , its distribution and future revisions.	
<b>RESOURCES</b>	We are looking for present and past society training officers who are experienced in, and committed to, the development of training programs and other forms of professional development for editors.	

## RISK MANAGEMENT

What are the likely risks?	How can they be managed?
<ul style="list-style-type: none"> <li>The main risk is that the teams' tasks are not adequately defined, so that resources are wasted or necessary work not done. Some steps or potential complications may be overlooked.</li> </ul>	<ul style="list-style-type: none"> <li>The teams' tasks and plans need careful drafting and review, and early identification of resource requirements.</li> </ul>
<ul style="list-style-type: none"> <li>There is a risk that adequate internal (IPEd, society) resources are not available, which could delay the project and incur costs for external resources.</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive and frank two-way communications between all stakeholders to ensure maximum engagement of individuals in the transition process.</li> </ul>
<ul style="list-style-type: none"> <li>Interdependencies between the work of different teams could delay the overall project.</li> </ul>	<ul style="list-style-type: none"> <li>WP4 leadership (particularly the project manager) must carefully monitor team interdependencies, and address any roadblocks.</li> </ul>
<ul style="list-style-type: none"> <li>There is some risk that some societies may not want to concede changes to their current structure, such as membership categories and fee levels.</li> </ul>	<ul style="list-style-type: none"> <li>Plenty of careful and diplomatic discussion, dealing with one issue at a time, conferring frequently with WP4 and IPEd Council re logistics and interdependencies, and passing as much information as possible back to Society committees.</li> </ul>
<ul style="list-style-type: none"> <li>Conflicts of interest or perception of conflicts of interest and favouring of insiders could arise if guidelines relating to IPEd arranging, commissioning and providing new professional development options are not carefully drafted, widely disseminated and followed.</li> </ul>	<ul style="list-style-type: none"> <li>Sharing of team members' experience of professional development and comprehensive discussion by society committees should minimise the risk of overlooking any aspect and help reduce risks involving conflict of interest and setting of standards. Careful consideration and sharing of professional experience by WP4 and the IPEd Council should minimise this risk.</li> </ul>