

Australian Computer Society
Branch Improvement Task Force
Final Report and Recommendations

Version of 18 April 2021

Preamble

Under the National Regulations, BECs have the responsibility to control and manage their Branches. Yet, during recent years, budget control and process has shifted to a central structure, which has been exercised by national office through Branch Managers. With this shift there has been too little time taken to reflect and understand the differences among Branches and the priorities and needs of their members. This shift is not reflected in the ACS' current rules and regulations and has resulted in many roles and responsibilities being ill defined.

The Task Force Process and Outcomes

In March 2021, the Membership Advisory Board (MAB) endorsed an informal task force to undertake a 'listening brief' to speak with Branch Chairs and Branch Managers about a number of issues that continue to be raised in relation to the roles of branches and those that people them which include:

- Branch Administration;
- Power of BEC members;
- Relationship between Branch Chairs and Branch Managers;
- Consistency of service;
- Communications.

The taskforce members were;

- Beau Tydd (QLD)
- Jacky Hartnett (Tas)
- Rod Dilnutt (Vic)
- Tony Errington (WA)
- Roger Clarke (Canberra)
- Michael Johnson (NSW)*

*Michael Johnson was unavailable due to other commitments at the time.

Consultation was undertaken with BECs and a number of Branch Managers. This has resulted in proposals for a cluster of measures aimed at recovering the necessary empowerment of BECs.

The first group of (14) Recommendations (Section A) comprises those that were the primary focus of the Branch Improvement Task Force that was commissioned through the MAB in Feb 2021. The taskforce was "to develop specific proposals for no-regrets, quick-win, low-resource measures and changes to procedures, in order to stimulate greater activity by Branches in serving members, retaining members, and gaining new members".

The second group of (10) Recommendations (Section B) comprises larger-scale matters that BECs raised as important areas in which adaptation is needed. The recommendations in those cases are that the measures be referred to relevant organs of the Society for further discussion, articulation and action.

Notes have been included where we are aware of relevant steps already being taken.

In a few cases, these are perhaps fully addressing the need, but in others not yet.

Attached:

Appendix 1 – list of interviews

Appendix 2 – leading questions

Appendix 3 – consolidated issues register

Appendix 4 – additional interview responses

RECOMMENDATIONS

Theme : <u>Small-Scale Adjustments to Branch Management Arrangements</u>		
Focus Area	Approach	Evidenced by
A1 Communications Channels from Branches to Members	<p><u>Enable BECs, through the Chair, to directly communicate to Branch members, and Chapter members, with support from national office and Branch staff.</u></p> <p><u>Enable branches and BEC to undertake more innovative and engaging communication channels that are used by ACS members.</u></p>	<p>"This is an important capability, particularly for SIGs" (Tas)</p> <p>"we support this idea, but would like to see Teams or Yammer or other Social Media Groups used rather than email as the default" (WA)</p> <p>"[We need] Branch discretion and input into communications directly impacting to local members ... local/Branch messaging in Communications. Current eNews is a Sales Brochure and does not communicate matters of interest to members" (SA)</p> <p>"The eNews process which involves 3 systems which is time consuming ... [space constraints] are a challenge to manage at times " (Qld Mgr)</p> <p>"Lack of access to [the Branch membership list] severely hampers the BEC in terms of their obligations to the members, and achieving their branch goals for membership" (Qld)</p>
<p>Additional Notes</p> <p>Note: <i>OAIC Guidance re APP6 - Use or disclosure of personal information</i> https://www.oaic.gov.au/privacy/australian-privacy-principles-guidelines/chapter-6-app-6-use-or-disclosure-of-personal-information/ <i>This makes clear that personal data such as a member's email-address can be used for a purpose which is closely associated with the primary purpose (paras. 6.2, 6.8, 6.18, 6.26).</i> <i>The primary purpose includes the provision of services to members. The BEC is responsible for control and management of the Branch, including communications with members, and hence access by a relevant member of the BEC to the membership list is either a primary purpose or a secondary purpose closely associated with the primary purpose, and hence is a permitted purpose under APP6.</i></p>		

	Focus Area	Approach	Evidenced by
A2	Communications Channels from President and CEO to Members	<i><u>It would be valuable for member morale for the President and CEO to send brief emails to all members in alternate months, highlighting key developments, and pointing to specific articles on ACS matters.</u></i>	
Additional Notes			
<p>Note: "Emails to elected office-bearers are fine, but that's 200 members of whom 25 are on Congress anyway. All 10,000 members need to hear brief updates from President and/or CEO on ACS matters of importance. All members matter, but there are many who are particularly significant to ACS's impact and standing, such as senior managers who sign up for PPP arrangements for their staff, and journalists in the IT media. Articles in Information Age reach only a small percentage of the membership"</p>			

A3	Communications Channels among Branch Members	<u>Establish one or more effective platforms for lateral communications among members of Branches, Chapters, and Branch Communities of Practice / Branch SIGs.</u>	Separate proposal to be attached
A4	Communications Channels among Branches	<u>Establish a channel whereby information about BEC initiatives is shared with other BECs, in a manner that builds on and complements communications among Branch Managers.</u>	<p>"Supported" (Tas)</p> <p>"We need to share ideas; eg about how to find placements for PY students, resources for branch activities, PD opportunities for members" (Cbr)</p> <p>"Limited knowledge of cross ACS activity" (SA)</p> <p>"Inter-BEC Channels would be particularly important if discretionary spending has to be bid for from a common pool" (Cbr)</p> <p>"comms between branch mgrs. is strong and has never been better" (Vic)</p> <p>"[We need] the ability to contact BEC members via their personal / preferred emails and not just ACS emails to ensure timely engagement can occur" (Cbr)</p>

A5	Communications Links between BECs and National Office	<p><u>Establish channels whereby information flows reliably between office-bearers, MC, Boards, National Committees and senior staff-members, on the one hand, and BECs and Branch Managers, on the other.</u></p>	<p>"The Branch needs more reliable information flows from ACS executives to Branch Chair and Vice-Chair, not only via the Branch Manager" (Cbr)</p> <p>"It is important that Branch Chairs be able to make direct contact with the CEO on urgent matters" (Tas)</p> <p>"National sponsored ACS Groups to inform local Branch" (Qld)</p> <p>"Policy Committees need to have as part of their responsibility the delivery of activities into Branches, in the forms of:</p> <ul style="list-style-type: none"> • Branch meetings featuring both the delivery of technical information and the gathering of understanding about local conditions, needs and applications; and • the stimulation of community of interest / SIG activities, and hence the harnessing of local energy, and the emergence of local flavours, in each technical area" (Cbr) <p>"SLA & OLA with Branches and National should be established, including on communication and responses, delivery and budgets" (Vic)</p> <p>"belief that the process is too difficult to initiate an idea or change so it is easier to say no. examples include; MOU or agreements with other organizations, PPP involvement and support etc" (Vic)</p> <p>"regular communications from CEO and other national managers to BEC and Branch Manager. This has significantly improved under current CEO. This is a journey and is on a positive path and the ability to raise issues are much easier" (Qld)</p> <p>"[at] national office ... changes that have been made to management and culture that have resulted in open, effective communication ... Now it is very easy to pick up the phone and talk to Troy and/or Rupert and they are keen to be of help" (Qld Mgr)</p>
A6	Organisation Chart	<p><u>A readily-accessible organisation-chart, showing all office-bearers, national and BEC Committee Chairs, and all senior managers and the scope of their responsibilities, in the case of all senior office-bearers, Committee Chairs and senior staff, showing both email and telephone contact-points.</u></p>	<p>"This would definitely be helpful. However, care is needed to avoid inundating office-bearers and staff-members. For major initiatives, the established channels need to be used" (Tas)</p> <p>"Need an Organisation Chart" (NSW)</p> <p>"Would like to make this more transparent. It is possible to find who is the Chair and Vice Chair via the website but it is not easy. When we attend Congress, there are many attendees and it is not clear who is there or in what role" (WA)</p> <p>"at the recent F2F MC at the Hyatt in Canberra ... we discovered in the pm that a number of ACS staff were also there to do a planning day. Only if MC members went to the Hyatt for dinner with the MC cohort did we get to know that this KEY element of the ACS's success were also there" (NSW)</p>

A7	Membership Data	<p><u>Provide detailed statistical data to BECs rather than just graphs.</u></p>	<p>"That has been partially addressed this month, and that's valuable, particularly to assist with working out how to drive retention and attraction of individual members" (Tas)</p> <p>"Some further drill-down would be valuable, e.g. by industry-sector. A review of the categories used in reporting may be needed" (Tas)</p> <p>"Hard for a branch to offer strategic advice when no useful data available on which to base decisions eg dissection of retention rate per class of member" (Cbr)</p> <p>"In the interests of transparency we think it should be open data, but do not wish to see BECs bogged down in operational things rather than focusing on advocacy and strategy" (WA)</p> <p>"Marc Portlock has a working version of an improved tool with drill-down abilities" (WA Mgr)</p>
A8	Organisational Relationship between Branch Manager and BEC	<p><u>Define the responsibilities of Branch Managers to respectively National Office and BEC, including identify BEC roles in Branch Manager KPI's.</u></p> <p><u>Define the roles and responsibilities of BEC with relation to National Executive Officers and other ACS Boards/Committees</u></p>	<p>"clarify and strengthen the relationship between Branch staff and the Branch they serve" (Tas)</p> <p>"Reporting structure for Branch Managers to Branch Chair needs to be formalised. Have been problems in the past with matrix structure, so needs to be thought through carefully" (Qld)</p> <p>"Matrix management has challenges which need to be carefully monitored. It works best when all feel that they are in the same team" (Cbr)</p> <p>"Matrix organisation is always a challenge, and needs very careful definition and implementation, and some other terms might be better ('collaborative working structures?')" (WA Mgr)</p> <p>"There needs to be more clarity [and] accountability in Branch staff and BEC's roles and responsibilities" (Cbr)</p> <p>"KPIs for the Branch manager should be set in consultation with all 3 parties concerned: BM's manager, Branch and BM; and effective flexible matrix management established" (NSW)</p> <p>"The push to split operations from volunteers did a lot of damage. There is expertise and there is talent amongst our members. They want to volunteer and they want to contribute" (WA)</p> <p>"Branch staff are feeling that BEC have the potential to negatively impact their KPI through proposing events that are not well received (i.e. affect financial KPI's)" (Vic)</p> <p>"Some apprehensiveness arises because there's no means to hold volunteers accountable for delivery on their undertakings. Promise-keeping is less respected than it once was" (WA Mgr)</p>
A9	Budgetary Discretion for BECs	<p><u>Enable much more agility at Branch level, so that Branch differences can be accommodated (e.g. Chapters, SIGs), fresh ideas from new BEC members can be promptly implemented, and short-</u></p>	<ul style="list-style-type: none"> Control, Flexibility, Autonomy and Discretion <p>"It is vital that BECs have discretionary funds available to them, sufficient to enable resource-allocation to reflect local needs. Flexibility is important, such that potential money-earners and breakeven events raise revenue, but also that mainstream networking events can be funded by the Society, returning some of the members' subscription fees in a way that's important to them" (Tas)</p>

		<p><u>term opportunities can be exploited.</u></p> <p><u>Implement a Flexible Support Fund (FSF) of \$50,000 per each branch where initiatives are developed by the BEC and Branch Manager and be approved by the BEC</u></p>	<p>"BEC members should be able to more actively influence member activities. Taking all decisions away from the BEC has discouraged active participation from BEC members and without active participation their value is less" (NSW)</p> <p>"ability for branch to have control, autonomy and discretion to undertake management of goals and activities without feeling scrutinised" (Qld)</p> <p>"Create budget flexibility to set aside contingency funds for an unplanned activity" (Vic)</p> <p>"Work with branches to undertake a planning process that matches new KPI with delivery capabilities" (NT)</p> <p>"allow for decisions at branch level for autonomy. Decisions with membership modelling, for example membership discounting [currently] needs a business case to go to MC, and SIG's" (Qld)</p> <p>"Pool of unallocated fund to be drawn down as required for BEC approved activities" (SA)</p> <p>"Provision budget process to member centric focus" (SA)</p> <p>"Authorisation for Branches to variously resume or continue modest cash awards to students at tertiary education institutions within their geographical area" (Tas)</p> <p>"Standardised Cash Awards for Student prizes should be allocated and awarded. Universities have always been great Sponsors – we need to keep our visibility up by encouraging the next generation of tech professionals" (SA)</p> <p>"Allocation of funding pools to allow BECs to have discretionary access to deliver initiatives with short turn around to capitalise on strategic opportunities ... agile budgeting" (Cbr)</p> <p>"A budget allocation of funds directly under BEC control for such local matters" (Cbr)</p> <p>"Pool of unallocated fund to be drawn down as required for BEC approved activities" (SA)</p> <p>"We are concerned about responsibility without liability, so we would prefer that these funds remain within the Branch Managers control – but we would like to see some pots of flexible funding that can used for local projects and vote on them in BEC" (WA)</p> <ul style="list-style-type: none"> • Scale of Business Case Proportionate to Project Size <p>"bureaucracy halts progress. Examples: membership pricing, modelling, campaigns, significant amount of steps to get approval" (Vic)</p> <p>"With small-scale and pump-priming actions, long-winded processes for business-case preparation, submission and evaluation by a central committee defeat the purpose" (Cbr)</p> <p>"The business case process (including the 'light' business case) is too difficult and time consuming for small, good unbudgeted activities. Hence these opportunities are often abandoned. Many of these opportunities are events that were not known about at budget time. Either branches should be allocated a funding pool for such events, or the approval process should be made very easy and quick" (Qld Mgr)</p>
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		<ul style="list-style-type: none"> <p>Diversity among Branches</p> <p>"There are three different branch grouping across the branches based on size, complexity and staffing, VIC/NSW, QLD/ACT/SA/WA and NT/TAS – this should be acknowledged as not all solutions fit all branches " (Vic)</p> <p>"Queensland Branch has further differences – 4 active chapters some quite remote ... Approach to regions are unique" (Qld)</p> <p>"Budgetary approach needs to recognise that not all branches are the same and will have different needs at different times" (NSW)</p> <p>"SIG's lack of budget flexibility to convene events – sometimes funded from organiser pocket" (SA)</p> <p>"Vic has different budget size and less constraints to other branches. Issue is that the bigger branches have big profit margin goals compared to the smaller branches" (Vic)</p> <p>"We'd like to see more flexibility, but would not like to the smallest branches to be further disadvantaged because they don't have the membership numbers to support larger initiatives" (WA)</p> <p>Priorities for Allocation of National Surplus</p> <p>"There's been a tendency to require a balanced budget, i.e. can only spend what's been earned, and to require business-case justification in advance. Needs more flexibility for re-allocation to alternative expenditure as circumstances change" (Cbr)</p> <p>"Past insistence that branches be profitable significantly limited services to members. This concept needs rethinking as it does not comply with objective of provision of services to members" (SA)</p> <p>"[Branch] now runs on a profitable basis, but [there are] questions whether that should be the aim of branches. Are Branches loss leaders to support membership?" (Qld Mgr)</p> <p>Balancing the Perspectives of BEC Volunteers and Staff-Members</p> <p>"Branch staff are feeling that BEC have the potential to negatively impact their KPI through proposing events that are not well received (i.e. affect financial KPI's)" (Vic)</p> <p>"We are concerned about responsibility without liability, so we would prefer that these funds remain within the Branch Managers control – but we would like to see some pots of flexible funding that can used for local projects and vote on them in BEC" (WA)</p> <p>"[control requires accountability, so there needs to be] demonstration of value in expenditure, and measures of success" (WA Mgr)</p>
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A10	Event Design Discretion for BECs	<p><u>Enable more flexibility at Branch and Chapter levels to fit events to local needs and culture, and cope with changing circumstances.</u></p>	<p>"Have flexibility to try different platforms and systems [for virtual events] without defaulting to "this is national decision". Measure different approaches" (NSW)</p> <p>"Branch discretion over local activity" (SA)</p> <p>"Limited face-to-face member events result in loss of opportunity for networking and member engagement" (SA)</p> <p>"Events don't have social interactions pre and post events. Was seen as a value to members" (Vic)</p> <p>"[Event design flexibility] would be more financially viable if only soft-drinks were provided for free and alcoholic drinks were available for purchase. That is also a lower risk scenario and more inclusive from a social impact perspective" (WA)</p> <p>"Qld branch have 4 chapters and run at least two meetings a year at each which attract up to 50 members. This takes a lot of branch time (5 hours per meeting) but is very worthwhile" (Qld Mgr)</p> <p>"Qld branch has a close relationship with River City Labs which involves holding some joint events and holding branch events at RCL premises" (Qld)</p> <p>"[Scope for Branches to manage Events so as to] overcome PY student imbalance. Events system should support offering some events only to Professional Members" (SA)</p> <p>"PY flooding events to detriment of other members ... even for local events where they are not located, causing significant processing inefficiencies" (NT)</p>
A11	Regional PPP Membership Role for BECs	<p><u>Integrate National and BEC views of PPP organisations, and empower BECs to work with them.</u></p>	<p>"Invisibility of PPP [to BEC]" (SA)</p> <p>"PPPs at National Level need to be shared with Branches especially ones where the PPP has a significant presence"; and</p> <p>"PPPs at the local level need to be shared with National for potential communities of influence of the PPPs network" (NSW)</p> <p>"Potential to lose PPP members when they leave the PPP organisation. Qld branch have addressed this by collecting 2nd email address from all members of new PPP's and new members of existing PPPs" (Qld)</p> <p>"Uncertainty around Elected Member engagement with PPPs, particularly when Elected Members work in a PPP organisation [so] provide access to a list of PPPs and their account managers" (Vic)</p> <p>"many BECs work for National Corporations but are told they can't know what the PPP arrangements are with ACS and their employers. It puts them in a not just difficult but embarrassing position" (NSW)</p>

A12	Regional Policy Role for BECs	<u>Define BEC's role with respect to policy matters in the Branch's region, and empower them to act.</u>	<p>"government agency relationships can be supported by [the local] Branch. But that depends on closer interactions between ACS policy and government relations staff and [each] BEC" (Cbr)</p> <p>"improve and strengthen relationships with key stakeholders especially [State] govt" (Qld)</p>
A13	Regional Media Role for BECs	<u>Define BEC's role with respect to media interactions in the Branch's region, and empower them to act.</u>	<p>"Ability to talk to media – Need to have 'local' voice [with] Branches/Chapters in responding to local issues and developments" (SA)</p> <p>"Clarity [needed] on authorisation for media liaison ..." (Qld)</p> <p>" ... and formal approval and media training" (Qld)</p>
A14	Specialist IT Professional and Interest Groups	<u>Catalogue specialist IT professional and interest groups that are active in each Branch region, as a basis for negotiation of cross-advertising of events, pre-qualification of professional development points, and projection of the primary professional society to a broader cross-section of practitioners</u>	<p>"Coordination with other industry groups/association was discouraged in the past" (NT)</p> <p>"We would like to see more active Partnership between the local ACS Branches and Community-Led User-Groups. For the most part SIGs have been left to die in the desert and we are too late to revive them. But we could Partner with those groups and get our brand and our members out there" (WA)</p> <p>"ACS ... is the Umbrella and Peak Organisation for the ICT Industry. And so building alliances between ACS and PMI, AIIA, IWDs, Pearcey etc should be encouraged" (NSW)</p> <p>"Joint agreements, MOUs whatever to address cross skills eg PMI and ACS ICT Project Managers who are technical and also certified in Project Management. Business Analysts who are Certified by IIBA with ICT degrees, etc." (NSW)</p> <p>"Discounts between shared CPs Points to annual CP obligations eg ACS and PMI" (NSW)</p> <p>Working with informal-group 'meet-ups' is risky, because such external groups are mostly transient, and rely on sponsorship, and on marketers as speakers as well as venue-funders (WA Mgr)</p>

Theme : Larger-Scale Matters for Referral to Other Task Forces / Committees / Boards

	Focus Area	Approach	Evidenced by
B1	Support for review of Organizational Structure and reform	<u>Form a taskforce to undertake the process of member engagement to formally change the organizational structure including re-drafting the ACS Rules and Regulations.</u>	<p>“There is a problem with the carryover of some practices of the 2018-20 period that created challenges for Branch Managers in dealing with their Branch Chairs and BECs.” (Tas)</p> <p>“This will be greatly assisted by clarifying and strengthening the relationship between Branch staff and the Branch they serve.” (Tas)</p> <p>It is also important that Branch Chairs be able to make direct contact with the CEO on urgent matters.” (Tas)</p> <p>“Rules and regulations haven’t been updated” (Vic)</p> <p>“Control duties and independence of branches is an issue. There has been a move from BEC to state manager from decision making. State manager responds to national, hence control shift, example branch secretary doesn’t see incoming mail etc. decision making capabilities are have been moved to national” (Vic)</p> <p>“Current Rules and regulations – vague and outdated, don’t allow for decisions at branch level for autonomy. Decisions with membership modelling, for example membership discounting needs a business case to go to MC, and SIG’s” (Vic)</p> <p>“Operationally the intention for branches is work in an agile – rules and regs and bureaucracy holt progress. Examples membership pricing, modelling, campaigns, significant amount of steps to get approval” (Vic)</p> <p>“Recent structure in which National and MC have sidelined BEC’s has resulted in Branch Managers having access to some information not available to BEC’s.” (Qld)</p> <p>“Reporting structure for Branch Managers to Branch Chair needs to be formalised.” (Qld)</p> <p>“Centralisation of the staff into NSO structure provides for consistency and National view of ACS. However, knowledge of National special groups (NSO,</p>

			<p>assessment teams etc) working in Branch locale to inform Branch as courtesy to better inform and coordinate ACS services. i.e. one hand doesn't always know what the other is doing." (SA)</p> <p>"Process and structure has hampered the ability to implement efficiency measures. Repeatable and regular processes are not efficient and information not easily accessible." (NSW)</p>
B2	Support to define and map Roles and Responsibilities across key functions	<u>Form a taskforce to undertake a process to document the roles and responsibilities of the branches (including chapters)</u>	<p>"The role of the BEC members is to provide strategic advise and be advocates.</p> <p>There needs to be more clarity accountability in Branch staff and BEC's roles and responsibilities e.g. if strategic advise being provided in not being actioned, there needs to be a framework to escalate issues appropriately" (Cbr)</p> <p>"KPIs for the Branch manager should be set in consultation with all 3 parties concerned; BM's manager, Branch and BM and effective flexible matrix management established." (NSW)</p> <p>"We support the idea that BEC members should be able to more actively influence member activities. Taking all decisions away from the BEC has discouraged active participation from BEC members and without active participation their value is less." (WA)</p> <p>"Roles and responsibilities haven't been updated to reflect ACS business model" (Vic)</p> <p>"Guidelines set by National but ability for branch to have control, autonomy and discretion to undertake management of goals and activities without feeling scrutinised" (QLD)</p> <p>"Reporting structure for Branch Managers to Branch Chair needs to be formalised." (QLD)</p> <p>"SLA & OLA with Branches and National should be established, including on communication and responses, delivery and budgets" (Vic)</p>

			<p>"BEC need to have a voice on all national initiatives before they are implemented. Initiatives need to be localised by listening to the BEC and not implemented until they are fit for purpose (i.e. microtribes in Darwin)." (NT)</p>
B3	Support for Branch Elections – To Secretaries Reference Group	<u>Complete the current pilots with Cbr and WA, refine the process description, and distribute and implement in all Branches</u>	<p>"national office (supported by Marc Portlock [and now Anthony Ellard]) have actively addressed concerns with the process, and we now have a centralised election process and an automated nomination form which will make a significant difference to this year's elections" (Qld Mgr)</p>
B4	Branch Financial Reports – To Treasurers Working Group	<u>Restructure Branch budgets and financial reports to reflect Branch operations.</u>	<p>"financial data - need to have simple reports that have a common and understood usage for agreed and understood across all users, line items" (Cbr)</p> <p>"The structure of Branch financial reports needs much more flexibility, to reflect considerable differences among Branches' operations, and variations over time" (Cbr)</p> <p>"the spreadsheet provided by National is 'locked down' and pre-filled so the BEC actually has very limited scope to direct the budget to achieve the branch goals" (Qld)</p>
B5	Bidding Process for Additional Funding – To Treasurers Working Group	<u>Overcome the cumbersome and very slow nature of business-case preparation, submission, and gradual approval, by reconstructing the process and forms for bids by Branches for additional funding for small-scale and medium-scale projects.</u>	<p>"Use of National marketing budget for supplementary funding for local events rather than relying on local funds which may not exist" (SA)</p> <p>"Use of ACS Business Case process to be more accessible/flexible through training and promotion" (SA)</p> <p>"With small-scale and pump-priming actions, long-winded processes for business-case preparation, submission and evaluation by a central committee defeat the purpose" (Cbr)</p> <p>"The business case process (including the 'light' business case) is too difficult and time consuming for small, good unbudgeted activities. Hence these opportunities are often abandoned. Many of these opportunities are events that were not known about at budget time. Either branches should be allocated a funding pool for such events,</p>

			<p>or the approval process should be made very easy and quick" (Qld Mgr)</p> <p>"[When bidding for funds from a national pool,] Branches need an agile application process not an overweight, slow one" (Cbr)</p> <p>"[A national pool] has been tried before [but] the amount available was too small to be useful if apportioned among all branches, the time lag between asking and receiving was too long and the process cumbersome without accountability for decisions and outcomes" (Vic)</p>
B6	Webinar Facilities – To Branch Managers Forum	<u>Establish one or more effective platforms for webinars.</u>	<p>"Do we have to do [virtual events] through REDBACK at \$1500 per event?" (NSW)</p> <p>"Using the prescribed Redback webinar system is a very manual, time consuming process. [The] national webinar review project [is] to come up with hopefully 2 – 3 alternative platforms that will support all states and territories in a cost effective and efficient way " (Qld Mgr)</p>
B7	Communications Channels among Members Nationally – To MAB	<u>Establish one or more effective platforms for lateral communications among members, particularly within national Community of Practice / National SIGs, but also on ACS matters.</u>	<p>"ACS technical platform has Community of Practice functionality but this is not promoted or used. Commission this functionality and support with training and awareness programme. Would enable virtual (National) SIG's and support the Technical Committees if aligned with the work they are focussing on" (SA)</p> <p>Note: The current platform, piloted 2018-19, provide not to be fit-for-purpose.</p>
B8	BEC Member Induction Course – To MAB	<u>Define the needs, and replace the induction course and supporting documentation.</u>	<p>"The online ACS induction course for BEC members needs to be substantially upgraded" (Qld)</p> <p>"[We need] a BEC Handbook" (NSW)</p> <p>"Use of ACS Business Case process to be more accessible/flexible through training and promotion ... Recognise the ACS business case process is in place and there is an opportunity to promote its use through training and awareness" (SA)</p>
B9	Centrality of Member Services – To MAB	<u>Adjust the staff job descriptions and perceptions, and the mission statements and priorities of</u>	<p>"Strategic planning and annual planning documents does not include "member", not reflective of organisation focus" (NT)</p>

		<u>national organs, to reflect the centrality of members in the Society's activities.</u>	"Staff have been recruited to think of ACS as a sales organisation which it is not. ACS has to pay the bills but has to remember that the members are the primary focus! This perception will come from recent recruitment" (NSW) "The Annual Plan 5yr) does not mention the members and is much more focused on Politics; there is space for both" (NSW)
B10	Event Information for Members – To MAB	<u>Review the process for member discovery of events, and link more clearly with the certification process.</u>	"event management promotion does not have a mechanism to download as a calendar of events. Event scheduling is too difficult for members to access" (Vic)

Appendix 1 – List of Interviews

Interviewer	Interviewee	Date
Beau Tydd (QLD)	Michelle Bourke – State Mgr (VIC)	25/3
Beau Tydd (QLD)	Jo Dalvean - Chair (VIC)	26/3
Beau Tydd (QLD)	John Graham Honorary Secretary– (Vic)	30/3
Beau Tydd (QLD)	Damien Charles – Chair (NT)	21/4
Beau Tydd (QLD)	Lucia Gerrie – State Mgr (NT)	30/3
Rod Dilnutt (VIC)	Chris Radbone – Chair (SA)	17/3
Rod Dilnutt (VIC)	Mandy Watson – State Mgr (SA)	23/3
Jacky Hartnett (TAS)	Helen McHugh – Chair (NSW)	8/4
Jacky Hartnett (TAS)	Manik Mahajan - Chair (Cbr)	16/4
Jacky Hartnett (TAS)	Kevin Landale (Cbr)	
Jacky Hartnett (TAS)	Vicki Gardiner – State Mgr (Cbr)	16/4
Tony Errington (WA)	Paul Campbell – Vice Chair (QLD)	
Tony Errington (WA)	Holly Bretherton – State Mgr (QLD)	
Roger Clarke (Cbr)	Ray Leonard (Tas)	23/3
Roger Clarke (Cbr)	–	–
Roger Clarke (Cbr)	Michelle Sandford – Chair (WA)	9/4
Roger Clarke (Cbr)	Darren Roxburgh – State Mgr (WA)	14/4

Complexity Pain Points Themes

Recommendations

1	High	Rules and Regulations are out of date and don't reflect current organization and structure	Form a taskforce to undertake a review of the rules and regulations, this taskforce should also be empowered to continue to undertake the process to formalise the change in organisational structure
2	Medium Low	Roles and Responsibilities need to be (re) defined (see above)	Form a taskforce to undertake a process to document the roles and responsibilities of the branches (including chapters) Create and share a readily-accessible organisation-chart, showing all national and BEC Committee Chairs, and all senior managers and the scope of their responsibilities, in all cases showing contact-points
3	Low	Branches (and chapters) require more autonomy, flexibility and agility – delivery is hampered by processes. Significant budget inflexibility is perceived.	Implement a Flexible Support Fund (FSF) of \$50,000 per each branch where initiatives are developed by the Branch Chair and be approved by the BEC
4		Branch Communication & Information available	
5	Low	Member Communication - Communication channels to members are out of date and impersonal and don't reflect a modern engagement strategy. Implement a multi-tiered approach to engagement including utilizing volunteers through peer	Enable branches and BEC to undertake more innovative and engaging communication channels that are used by ACS members.

	Low	to peer engagement (this also relates to below point about events), newer social media channels and gamification Capacity for BEC office-bearers to address emails to Branch members, and to Chapter members, without dependence on Head Office or Branch staff-members	Remove process barriers for Branches to access member list to engage with members directly without requiring national approval.
6			
7	Medium	Processes and Systems are not fit for purpose (see examples)	Implement an “innovation improvement process” staff are encouraged to identify roadblocks and find solutions
8		BEC Structure & diversity -	
9			

Appendix 2 – Suggested Leading Questions for Interviewer

Why did you join the BEC in the first place?

What did you hope to achieve?

Can you describe one or two of the frustrations that you experienced as a BEC member?

Can you describe one or two things that make you pleased that you are a member of this BEC?

Can you identify any times that you have been told that you are unable to do a task? Or when the task seems disproportionate to the end result?

Are there any tasks that you do that could be done more efficiently?

What are some of the barriers that you see or have encountered to delivery?

Are there any barriers to making you responsive to members?

What could the BEC do better to engage with the membership base?

What information do you need to do your job better that you don't have access to?

Appendix 3 – consolidated issues register

Problem Area	Identified Issue	Approach	Notes	Branch Sponsor (Mgr / Chairs)
Communication s	Capacity for BEC office-bearers to address emails to Branch members, and to Chapter members, without dependence on Head Office or Branch staff-members	Establishment and promotion of communications channels for communities of interest within Branches, within Chapters, and within geographical areas that are potential Chapters	This is an important capability, particularly for SIGs. Care is needed to ensure that delegation to Branches and on to SIGs is within a suitable governance framework. (Much already exists). Care is also needed to achieve interlinkages with other relevant societies and interest groups, to avoid being overbearing in dealings with them, but to ensure that ACS members gain from the arrangements.	Tasmania
			It will increase the productivity of the Branch Manager if volunteer help can be used as offered	NSW
			Best Approach to building trust is to have open meetings; allow all elected and paid officials to 'attend' meetings that discuss Branch issues; -branch to branch - branch manager to branch and vice versa - Congress - MC (with allowance for in camera issues). Branch Treasurer and Secretary Fora are a great initiative as is the change in MAB.	Canberra
			Yes we support this idea, but would like to see Teams or Yammer or other Social Media Groups used rather than email as the default. For email, Privacy and Compliance rules should be kept in mind. I would not like to put office bearers at risk by giving them access to members emails, except where they have been given to them.	WA

		Branch Chairs can run Social Media Accounts separately from their personal accounts, eg "BranchChairXXX to create trusted comms channels and to permit dialogue with members		NSW (BEC)
		Establishment of communications channels among Branches, variously at Chair and Vice-Chair level, among Secretaries, and among Treasurers	Supported.	Tasmania
			Best Approach to building trust is to have open meetings; allow all elected and paid officials to 'attend' meetings that discuss Branch issues; -branch to branch - branch manager to branch and vice versa - Congress - MC (with allowance for in camera issues). Branch Treasurer and Secretary Fora are a great initiative as is the change in MAB.	Canberra
			We need to share ideas; eg about how to find placements for PY students, resources for branch activities, PD opportunities for members (see below)	Canberra
		Establishment of a channel where information about BEC initiatives is shared with other BECs	Done to some extent by Branch Manager's meeting	NSW
			Inter-BEC Channels would be particularly important if discretionary spending has to be bid for from a common pool.	Canberra
			Would like to make this more transparent. It is possible to find who is the Chair and Vice Chair via the website but it is not easy. When we attend Congress, there are many attendees and it is not clear who is there or in what role. I would like to see this on the agenda so we know who to address things to, what role they are representing etc	WA

	There is no simple way to identify elected members and senior executive staff including roles and responsibilities of positions.	A readily-accessible organisation-chart, showing all national and BEC Committee Chairs, and all senior managers and the scope of their responsibilities, in all cases showing contact-points	<p>This would definitely be helpful. However, care is needed to avoid inundating office-bearers and staff-members. So filters are needed, and 'enough' contact-points are needed rather than 'all' contact-points.</p> <p>For major initiatives, the established channels need to be used – but the current, excessively long-winded and bottlenecked process needs to be shortened and quickened.</p>	Tasmania
			Yes as stated above. Not just for BECs but for Congress and for MC – and this needs to be live/current for each meeting – as these things change.	WA
			<p>And the ability to contact BEC members via their personal / preferred emails and not just ACS emails to ensure timely engagement can occur.</p> <p>JH Note: This is indicative of a problems with the layers that information can travel through and get the inevitable 'Chinese whisper' distortion. Hence feeling the need to go directly to the 'horse's mouth'!</p>	Canberra
	Information available to BEC's from national	Provision of detailed statistical data to BECs rather than just graphs, to enable local analysis. [Note: We understand this to be already work-in-progress; but note it as being within-scope.]	<p>That has been partially addressed this month, and that's valuable, particularly to assist with working out how to drive retention and attraction of individual members.</p> <p>Some further drill-down would be valuable, e.g. by industry-sector. A review of the categories used in reporting may be needed.</p> <p>Queensland – Recent structure in which National and MC have sidelined BEC's has resulted in Branch Managers having access to some information not available to BEC's.</p>	Tasmania

			<p>Hard for a branch to offer strategic advice when no useful data available on which to base decisions eg dissection of retention rate per class of member.</p> <p>Same for financial data - need to have simple reports that have a common and understood usage for agreed and understood across all users, line items</p>	Canberra
			<p>We are interested to see the data but see this as operational data for ACS staff to review and analyse. In the interests of transparency we think it should be open data, but do not wish to see BECs bogged down in operational things rather than focusing on advocacy and strategy.</p>	WA
		Information against projected vs actual KPIs, in particular around revenue, broken by streams, and allocation of revenue to Branches (as applicable)	<p>The Branch needs more reliable information flows from ACS executives to Branch Chair and Vice-Chair, not only via the Branch Manager. The criteria for and progress with the search for a new Branch office was a particular matter of concern.</p> <p>Concern about lack of reasons and consultation about 'Yes/No' decisions</p> <p>Problems were resolved by explanations previously hidden once Branch Executive heard directly from the decision makers</p>	Canberra
			<p>Federal government agency relationships can be supported by Cbra Branch. But that depends on closer interactions between ACS policy and government relations staff and Canberra BEC.</p> <p>State / Territory Govt agency relationships can also be supported by each BEC.]</p>	Canberra
	Ability to talk to media – Need to have 'local' voice for ACS/ Branches/Chapters in responding to local issues and developments	Training and Awareness for delegates of this function		South Australia

	Local media strategy not defined but in development. Roles about media engagement not defined especially around emerging issues	Clarity on authorisation for media liaison and formal approval and media training for Branch Chair and Branch Manager (if these are appropriate individuals) to talk to media on local issues		Queensland
	Requirement to improve and strengthen relationships with key stakeholders especially QLD govt	Seek to make relevant Minister Branch Patron. Invite to open / speak at major events Need strategy to get senior govt leaders engaged but only relying on individual relationships	Relied in the past on Nick Tate contacts.	Queensland
	Opportunity for National sponsored ACS Groups to inform local Branch as courtesy.			South Australia
	Provision of regular communications from CEO and other national managers to BEC and Branch Manager	This has significantly improved under current CEO	This is a journey and is on a positive path and the ability to raise issues are much easier	Queensland

	The ACS logo in itself does not immediately prompt brand recognition or link to who we are.			South Australia
	Need to re-focus onto member services – member retention and value delivery.	Branch discretion and input into communications directly impacting to local members.		South Australia
	Need for local/Branch messaging in Communications.	Consultation with Branches over comms plan required.		South Australia
	Current eNews is a Sales Brochure and does not communicate matters of interest to members.	Focus ACS communications on matters of member interest.		South Australia
	Perception that Branches are forgotten (or viewed as a distraction)	Collaboration and consultation		South Australia
	Limited knowledge of cross ACS activity	Create repository of ACS work in progress. This would be communicated to all ACS Staff/Elected/members so that everyone is informed and can leverage opportunities.		South Australia

	<p>Reputation damage of last year is still being felt both internally and externally. Communication narrative is not explicit enough to draw a line in the sand and to move forward and showcase ACS in a new light with new plans and goals</p>			<p>Victoria</p>
	<p>Governance of documents including process of storing and retaining documents for future reference for not consistent and potentially non-existent in some branches</p>			<p>Victoria</p>

Structure	Decisions making process and authority has been centralised from Branch creating a sense of frustration and requiring additional process and time to make simple decisions on local branch matter	Shifting of Branch staff to a matrix organisation arrangement, retaining existing lines to head office for common matters, but also reporting to BEC in relation to local matters	<p>There is a problem with the carryover of some practices of the 2018-20 period that created challenges for Branch Managers in dealing with their Branch Chairs and BECs.</p> <p>This will be greatly assisted by clarifying and strengthening the relationship between Branch staff and the Branch they serve.</p> <p>It is also important that Branch Chairs be able to make direct contact with the CEO on urgent matters.</p>	Tasmania
			<p>The role of the BEC members is to provide strategic advise and be advocates.</p> <p>See notes above</p> <p>Matrix management has challenges which need to be carefully monitored. It works best when all feel that they are in the same team.</p> <p>There needs to be more clarity accountability in Branch staff and BEC's roles and responsibilities e.g. if strategic advise being provided in not being actioned, there needs to be a framework to escalate issues appropriately</p>	Canberra

			<p>KPIs for the Branch manager should be set in consultation with all 3 parties concerned; BM's manager, Branch and BM and effective flexible matrix management established.</p> <p>Enable ideas from all sources to be shared as they arise and actioned after discussion even if not in plan, but relate to overall KPIs.</p>	NSW
			<p>We support the idea that BEC members should be able to more actively influence member activities. Taking all decisions away from the BEC has discouraged active participation from BEC members and without active participation their value is less.</p>	WA
	<p>Business planning process is based on previous years KPI and previous year plan before new KPI are set. Process to MC seems back to front</p>	<p>Worth with branches to undertake a planning process that matches new KPI with delivery capabilities</p>		NT

	The ability for branch to maintain, retain and build momentum for local initiatives without being moved to a national management structure	Guidelines set by National but ability for branch to have control, autonomy and discretion to undertake management of goals and activities without feeling scrutinised		Queensland
		Reporting structure for Branch Managers to Branch Chair needs to be formalised.	Currently depends on how willing the Branch Manager is to work with and update the Branch Chair and BEC. Have been problems in the past with matrix structure, so needs to be thought through carefully.	Queensland (BEC)
	Relationship between national and branches can be strained due to some undue pressure with timeframes of requests. There is a feeling that sometimes when requests are made from the branch the urgency is not acknowledged	SLA & OLA with Branches and National should be established, including on communication and responses, delivery and budgets		Victoria
		Examples of this has been felt though many branches and as a result some staff has left as it reflects on the individual within the branch		NT

		When suggestions are made for improvements, i.e. Digital Enablement or new initiatives from national - the response is that it needs to be added into the pipeline of work. Pressure is on branches to deliver not fit for purpose solutions (i.e. micro tribes or onsite registration)	BEC need to have a voice on all national initiatives before they are implemented. Initiatives need to be localised by listening to the BEC and not implemented until they are fit for purpose (i.e. microtribes in Darwin). Task branches with outcomes and provide funding and let BEC to operationalise the initiatives	NT
	There are three different branch grouping across the branches based on size, complexity and staffing, VIC/NSW, QLD/ACT/SA/WA and NT/TAS – this should be acknowledged as not all solutions fit all branches			Victoria

	<p>Control duties and independence of branches is an issue. There has been a move from BEC to state manager from decision making. State manager responds to national, hence control shift, example branch secretary doesn't see incoming mail etc. decision making capabilities are have been moved to national</p>			<p>Victoria</p>
	<p>Rules and regulations haven't been updated</p>			<p>Victoria</p>
	<p>Roles and responsibilities haven't been updated to reflect ACS business model</p>			<p>Victoria</p>

	Queensland Branch has further differences – 4 active chapters some quite remote.	Understanding of different commitments and requirements for supporting regional chapters, chapters not well defined and function due to people in the regions	Understanding that regional events are important and need on-going https://auscomsociety-my.sharepoint.com/:w:/g/personal/beau_tydd_acs_org_au/ESjoh2UOMMFDnOuNSEH1SyIB8ZN1EiDDGMsc tk-dAUpFBAcommitment of funding and resourcing for membership growth. Approach to regions are unqie	Queensland
	+ve – strong feeling that comms between branch mgrs. is strong and has never been better			Victoria
	Current Rules and regulations – vague and outdated, don't allow for decisions at branch level for autonomy. Decisions with membership modelling, for example membership discounting needs a business case to go to MC, and SIG's			Victoria

	<p>Roles and Responsibilities, staff and elected members are not defined, blurred lines on risk and liability and accountability</p>	<p>Task to define roles and responsibilities</p>		<p>Victoria</p>
	<p>Operationally the intention for branches is work in an agile – rules and regs and bureaucracy hols progress. Examples membership pricing, modelling, campaigns, significant amount of steps to get approval</p>	<p>Discussion (Jo) – branch processes have been improvement in last few years but still blurred lines in authority of BEC</p>		<p>Victoria</p>

	<p>There can be a lack of consistency of services, resulting in consequences of initiatives of from one state to another state. Examples: QLD chapters, we don't have in Vic. We run a tech explorers program in Vic but no one else does.</p>	<p>Discussion (Jo) – add microtribes as a discussion point as to why it didn't work</p>		<p>Victoria</p>
	<p>Centralisation of the staff into NSO structure provides for consistency and National view of ACS. However, knowledge of National special groups (NSO, assessment teams etc) working in Branch locale to inform Branch as courtesy to better inform and coordinate ACS services. i.e. one hand doesn't always know what the other is doing.</p>			<p>South Australia</p>

	<p>“Following the “NO” to its origin” Uncertainty around history/governance of decisions impacting BEC’s ability to deliver initiatives to meet the Society’s goals, and no mechanism, to determine the source of the blocker and therefore understand/address/reverse the decision</p>	<p>Create a register of the “Nos” to table regularly at MAB for follow-up. (JD)</p>		
	<p>Uncertainty around Elected Member engagement with PPPs, particularly when Elected Members work in a PPP organisation.</p>	<p>Provide access to a list of PPPs and their account managers. Create a process for best-practice engagement with PPPs by Elected Members that leverages the Elected Member’s position within or knowledge of the PPP (JD)</p>		Victoria
	<p>Segmentation of Membership so we can focus on specific delivering targeted member value to identified segments.</p>	<p>Develop expertise in Branch and National to interrogate ACS data and develop segment view of membership</p>		South Australia

	Perception that blame is apportioned to Branches for not meeting Nationally determined targets. However, budget/resources are inadequate to do the work required to meet these targets.	Provision budget process to member centric focus.		
	ACS technical platform has Community of Practice functionality but this is not promoted or used.	Commission this functionality and support with training and awareness programme. Would enable virtual (National) SIG's and support the Technical Committees if aligned with the work they are focussing on.		South Australia
	SIG's no longer offered. The issue of PY students flooding Events is a problem.	Design Face to Face events to overcome PY student imbalance Events system should support offering some events only to Professional Members.		South Australia
	ACS has moved to centralised administration model which delivers operating efficiencies however, this reduces Branch agility to respond to local opportunity and adds layers of approvals this	Branch discretion over local activity		South Australia

	The online ACS induction course for BEC members is manifestly inadequate to give new members the courage and confidence to undertake their roles.	The course needs to be substantially upgraded, with the specific aim of new BEC members properly understanding their role and responsibilities		Queensland (BEC)
		Induction course needs not only to be roles and responsibilities but how the organisation functions with the different boards and committees. Needs to be done over an extended period		NT
Budget	Previous localised initiatives have been discontinued with little understanding of localised context. An example is the University awards, little information available as to the rationale for the change but the result has led to reputational damage at some Universities	Authorisation for Branches to variously resume or continue modest cash awards to students at tertiary education institutions within their geographical area	Although centralisation of accounting processes has had its benefits, adjustments are urgently needed to provide important powers back to Branches. It is vital that BECs have discretionary funds available to them, sufficient to enable resource-allocation to reflect local needs.	Tasmania

			<p>Allocation of funding pools to allow BECs to have discretionary access to deliver initiatives with short turn around to capitalise on strategic opportunities</p> <p>Models needed for simplified agile budgeting with agreement over accountability and scope of branch initiated expenditure. Agreement between all branches on the use and meaning of account codes.</p>	Canberra
			<p>Standardised Cash Awards for Student prizes should be allocated and awarded. Universities have always been great Sponsors – we need to keep our visibility up by encouraging the next generation of tech professionals.</p>	WA
		<p>A budget allocation of funds directly under BEC control for such local matters as hiring marketing interns to support Branch staff to undertake communication and engagement tasks with key targets, rejuvenating flagship Branch Conferences as a means of broad exposure to the IT industry, tertiary institution awards, and other such initiatives</p>	<p>This would be one path towards the flexibility required to respond to local initiatives as they arise.</p> <p>Budgetary approach needs to recognise that not all branches are the same and will have different needs at different times.</p>	NSW
	<p>Although a BEC sets its own budget, the spreadsheet provided by National is 'locked down' and pre-filled so the BEC actually has very limited scope to direct the budget to achieve the branch goals.</p>	<p>Much closer liaison is needed between National and the branch before the budget is finalised.</p>		Queensland (BEC)

			<p>Budget flexibility. This was discussed at some length. There's been a tendency to require a balanced budget, i.e. can only spend what's been earned, and to require business-case justification in advance. Needs more flexibility for re-allocation to alternative expenditure as circumstances change. With small-scale and pump-priming actions, long-winded processes for business-case preparation, submission and evaluation by a central committee defeat the purpose.</p> <p>Rupert prefers there to be a national pool to be bid from, in which case Branches need an agile application process not an overweight, slow one.</p> <p>JH Note: NB This has been tried before and learning s from this past experience need to be included in any future processes. My memory is that the amount available was too small to be useful if apportioned among all branches, the time lag between asking and receiving was too long and the process cumbersome without accountability for decisions and outcomes.</p>	Canberra
			<p>The structure of Branch financial reports needs much more flexibility, to reflect considerable differences among Branches' operations, and variations over time.</p> <p>This needs to be referred across to the Treasurers Working Group with strong support from BECs for change.</p>	Canberra
	'Discretionary Funding for minor/ad hoc events	Pool of unallocated fund to be drawn down as required for BEC approved activities. Use of ACS Business Case process to be more accessible/flexible through training and promotion		SA

	The business case process (including the 'light' business case) is too difficult and time consuming for small, good unbudgeted activities. Hence these opportunities are often abandoned.	Many of these opportunities are events that were not known about at budget time. Either branches should be allocated a funding pool for such events, or the approval process should be made very easy and quick.		Queensland (Mgr)
	Recognise the ACS business case process is in place and there is an opportunity to promote its use through training and awareness.	Training and awareness		SA
	Issue of Transparency of financial issues.	Suggest making greater use of TRG to consider and circulate ACS financial information and a means of engaging with branch and decision makers. At least the Treasurer in the first place would be best placed to engage and drive the overall budgeting and communication process and can then report back to the BEC		SA
	Use of National marketing budget for supplementary funding for local events rather than relying on local funds which may not exist. The focus of the national marketing budget.	Opportunity to revisit National marketing strategy and Branch to create opportunity for Branches.		SA

	The annual budget process works well the problem becomes how best to exploit new opportunities for which there is no allocated budget.	Opportunity		SA
	Annual budgets get set but limits flexibility to respond to ad-hoc opportunity. There is a limited marketing fund that can be drawn against but this does not cover all activity.	Pool of unallocated fund to be drawn down as required for BEC approved activities.		SA
	Past insistence that branches be profitable has significantly limited services to members	This concept needs rethinking as it does not comply with objective of provision of services to members. One model does not fit all branches when based on member subs.		
	Opportunity for ad-hoc member events is missed due to budget constraints	Pool of unallocated fund to be drawn down as required for BEC approved activities.		SA

			<p>We are concerned about responsibility without liability, so we would prefer that these funds remain within the Branch Managers control – but we would like to see some pots of flexible funding that can used for local projects and vote on them in BEC. In WA we would definitely run a Conference as these have always been successful, but other States might prefer to use that funding for something else.</p>	WA
	<p>No major issue with budget as Vic has different budget size and less constraints to other branches. Issue is that the bigger branches have big profit margin goals compared to the smaller branches. This has already been escalated to our Treasurer, Chair and CFO to discuss the implications on staff KPIs.</p>			Victoria
	<p>Branch staff are feeling that BEC have the potential to negatively impact their KPI through proposing events that are not well received (i.e. affect financial KPI's)</p>			Victoria

	Branches run at surplus when budget initiatives do not run, with the accompanying perception that the Branch “does not do enough” for its members	Create budget flexibility to set aside contingency funds for an unplanned activity (JD)		
		A Budget for frequent networking events, with speaker, finger-food and drinks, without charge to members (or with a deposit refundable to attendees), e.g. monthly Feb-Dec or quarterly: <ul style="list-style-type: none"> • In the Branch's CBD • In Suburban centres • In Chapters' main centre 	- Flexibility is important, such that potential money-earners and breakeven events raise revenue, but also that mainstream networking events can be funded by the Society, returning some of the members' subscription fees in a way that's important to them. The payment/refund approach is not attractive because of the admin load.	Tasmania
			There needs to be a simple line item for this in the budget with outcomes as the accountability target eg - member retention and growth numbers, acceptable levels of support for PY members.	Canberra
			Yes we support this. This would be more financially viable if only soft-drinks were provided for free and alcoholic drinks were available for purchase. That is also a lower risk scenario and more inclusive from a social impact perspective. Most Meet-Up and Eventbrite Community Groups provide Pizza and soft drinks with no alcohol at professional events.	WA
		The structure of Branch financial reports needs much more flexibility, to reflect considerable differences among Branches' operations, and variations over time. This needs to be referred across to the Treasurers Working Group with strong support from BECs for change.		Tasmania

			We'd like to see more flexibility, but would not like to the smallest branches to be further disadvantaged because they don't have the membership numbers to support larger initiatives.	WA
Membership Engagement	Branches and Chapters don't believe they have the ability or knowledge on how to run localised interest groups that support group in the local area.	Cataloguing of specialist IT professional and interest groups that are active in each Branch's regions, as a basis for negotiation of cross-advertising of events, pre-qualification of professional development points, and projection of the primary professional society to a broader cross-section of practitioners	We would like to see more active Partnership between the local ACS Branches and Community-Led User-Groups. For the most part SIGs have been left to die in the dessert and we are too late to revive them. But we could Partner with those groups and get our brand and our members out there.	Western Australia
			<p>Treating membership growth and retention as a customer funnelling problem</p> <p>For example, to grow membership, the ACS 'brand' needs to be sticky, which it currently is not quite</p> <p>To make a branch sticky, it needs to be relevant and apparent for our future customers (i.e. members)</p> <p>The current funding mechanism and processes focus on IT professionals and tertiary students</p> <p>To grow the potential pool of future members, there needs to be a concerted effort and financing backing for strategic initiatives with intangible value</p> <p>E.g. STEM engagement with K-12, leveraging River City Labs networks to further 'create' innovations in technology</p>	Canberra
		Surveys of Branch members, to understand local issues and priorities for service, which will in turn guide member retention and attraction activities.	Sure, probably short pulse surveys sent often rather than long ones that they will get bored with.	Western Australia
		Momentum needs to be maintained with the current reforms, so that members see action, and see benefits arising to them from those actions.		Western Australia

		An engagement process encouraging Fellows, CP and CT's to contribute to ACS events and activities such as mentoring	The push to split operations from volunteers did a lot of damage. There is expertise and there is talent amongst our members. They want to volunteer and they want to contribute. It would be foolish not to document some of these things into a framework that we can all follow.	Western Australia
			The major problem at the moment is gaining confidence in the stability of the changes. Too many of the senior positions in the society are temporary, unfilled or coming to an end.	NSW
			Worth considering micro-credentials Development of a framework to engage potential PPPs on the benefits of using benchmarking e.g. SFIA (likely to be an marketing piece)	Canberra
	Membership grade not relevant enough for current industry requirements, should be redefined and formalised at all membership grades & levels			Victoria

	Effect of additional certification (CP) and integration to membership requirements has decreased number of MACS. Need to be understand flow on effects of changes to increase membership grades are to current industry			Victoria
	Relevance of ACS to normal industry professionals needs to examined	Feature “ordinary” members so they have a reason to be involved and are valued.		Victoria
	Events don’t have social interactions before and after events. Was seen as a value to members	Create value by making introductions to create social interaction engagements		Victoria
	Strategic planning and annual planning documents does not include “member”, not reflective of organisation focus	Include a diverse range of views in current planning process and ensure member value propositions is added		NT

	PY flooding events to detriment of other members, unable to post events to ACS website	Process with current event calendar registration does not limited PY for registration even for local events where they are not located, causing significant processing inefficiencies		NT
	Perceived value of certification from members and also non-members not recognised as an industry must (branding, marketing and recognition).			NT
	Initiative already underway to pivot current face to face Young Professionals conference (offered to PY students and all ACS young professionals) to virtual format. Branches are sharing responsibility to facilitate and execute.	Shows positive engagement to date via the branch managers to coordinate across states. They are considering other initiatives.		Victoria

			Surveys of Branch members are needed, to understand local issues and priorities for service, which will in turn guide member retention and attraction activities.	Tasmania / Canberra
			Momentum needs to be maintained with the current reforms, so that members see action, and see benefits arising to them from those actions.	Tasmania / Canberra
	Who are ACS members? Demographic information ACS members is not immediately accessible for BEC/Branch Manager to analyse member types and develop targeted value propositions and improved engagement strategies.	Develop expertise in Branch and National to interrogate ACS data and develop segment view of membership		South Australia
	Digital platform unable to provide member profile information by various classifications and categories	Review platform data set capture and structures		South Australia
	Value propositions for member segments difficult to identify/develop	Develop Member value propositions by segment		South Australia

	<p>How to engage the membership more broadly - Branch Events are valuable forums however, the same faces representing a narrow group of members attend, and the majority of members don't physically attend. Unsure on the attendance of the virtual events – information needed.</p>	<p>Broaden appeal and range of both on-line and F2F offerings</p>		<p>South Australia</p>
	<p>SIG's lack of budget flexibility to convene events – sometimes funded from organiser pocket. Agree with the charge for attendance and capping costs for events based on attendee revenue, but if interstate presenter required the cost is likely to be an issue.</p>	<p>Provide budget for unplanned opportunities.</p>		<p>South Australia</p>
	<p>Functionality in Digital platform not being used or enabled – CoP, data interrogation</p>	<p>Commission CoP functions and promote to staff/volunteer/members. And support those CoP's to ensure sustainability</p>		<p>South Australia</p>

	BEC's cannot access the member lists for their state	National claim that this is driven by the Federal Privacy Act. A number of senior members claim this is false. May require legal opinion.	Lack of access to this information severely hampers the BEC in terms of their obligations to the members, and achieving their branch goals for membership	Queensland (BEC)
	Invisibility of PPP	Promotion of PPP program – what it is and how it benefits PPP member – organisations and individuals.		South Australia
	Growth, especially with PPP requires additional internal resourcing manage this growth. Process of acquiring resourcing can be lagged which causes undue pressure	Qld branch has grown PPP numbers to 30. There is good potential for more.		Queensland
	Potential to lose PPP members when they leave the PPP organisation.	Qld branch have addressed this by collecting 2 nd email address from all members of new PPP's and new members of existing PPP;s.		Queensland (BEC)
	Limited face-to-face member events result in loss of opportunity for networking and member engagement	Survey Members regarding their appetite for F2F events and schedule F2F events accordingly.		South Australia
	ACS does a poor job of fostering the the expertise of senior industry members in each state	BEC's often have very senior industry figures as members, with extensive contact at high levels of government and local industry. The same applies to the Fellows and retired members. This level of expertise is mostly ignored.		Queensland (BEC)

	Members have limited engagement opportunity to engage in ACS activity	Develop collaboration model for staff/volunteers to engage on projects and activities.		South Australia
	Members in remote chapters are often quite keen, but need effective management by branch staff and BEC	Qld branch have 4 chapters and run at least two meetings a year at each which attract up to 50 members. This takes a lot of branch time (5 hours per meeting) but is very worthwhile.		Queensland (Mgr)
	Noticeable lack of mid-career professionals. Plenty of PY/students and senior members, but gap in the middle career demographic.	Focus on mid- career professional – what services do they want to encourage them to become/remain members. There are examples of previous International Student members who have remained with ACS and can be profiled as role models.		South Australia
	The eNews process involves 3 systems and a lot of liaison with National.	A single unified system that handles the complete process and is easy to use is required.		Queensland (Mgr)
	Qld branch has a close relationship with River City Labs which involves holding some joint events and holding branch events at RCL premises	Consideration of resourcing for on-site events		Queensland

	<p>Be able to engage in direct activity at the moment in Virtual events. Do we have to do them through REDBACK at \$1500 per event. We did do an event where we could virtually split into virtual rooms. It was awesome.</p> <p>Understanding the numbers, demographics, and location. Understanding time as a member</p>	<p>Have flexibility to try different platforms and systems without defaulting to “this is national decision” .</p> <p>Measure different approaches.</p>		<p>NSW (BEC)</p>
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	<p>Limited visibility or understood Consistency as BECs do not attend every event. The communications out to members via email is reasonably consistent but I not sure where each comms comes from as there is limited defining brand for comms from NO Members services, Branch Members service, General member comms;</p>	<p>Have commitment and engagement from BEC's to attend events and participate. Measure Comms efficiency</p>		<p>NSW (BEC)</p>
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	<p>visibility of how when connecting and approaches and engagement are occurring. BEC members can help by supporting and championing ACS to 'prospects' and when engaged be aware of them and their expectations of arrangements</p> <p>National Involvement PPPs at National Level need to be shared with Branches especially ones where the PPP has a significant presence</p> <p>Local Involvement PPPs at the local level need to be shared with National for potential communities of influence of the PPPs network</p>	<p>A report / dashboard about PPP engagement at national and state level, highlight key metrics for each PPP</p>		<p>NSW (BEC)</p>
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System	Some member services and systems are not a reflection of current industry standard, i.e. ACS app, products and services catalogue	Discussion (Jo) – credentialing as a promotion tool, i.e. look at PMI, SCRUM etc		Victoria
	Event management (Jo) – event management promotion does not have a mechanism to download as a calendar of events. Event scheduling is too difficult for members to access			Victoria
Process	Process or belief that the process is too difficult to initiate an idea or change so it is easier to say no. examples include; MOU or agreements with other organizations, PPP involvement and support etc	Initiate “we don’t take no for an answer” program. Where every idea has a place where it can be raised and discussed		NSW (BEC)

	Process and structure has hampered the ability to implement efficiency measures. Repeatable and regular processes are not efficient and information not easily accessible.	Implement basic PMO structures and automative dashboarding for regular information		NSW (BEC)
Diversity	There is not enough diversity across the BEC's and national committees. Succession planning of emerging elected member leaders	Member segment issue (Jo) – need to identify ways to get younger members engaged and exposure to BEC and national structures (ensure mentors identified). Do people need to be appointed? MC to make policies and pledge		Victoria
Association partnership	Coordination with other industry groups/association was discouraged in the past	Need to be clear with policy and approach		NT
		Joint agreements, MOUs whatever to address cross skills eg PMI and ACS ICT Project Managers who are technical and also certified in Project Management. Business Analysts who are Certified by IIBA with ICT degrees, etc Discounts between shared CPs Points to annual CP obligations eg ACS and PMI		NSW (BEC)

Appendix Four – Additional Responses

1. Leading Questions: Holly Bretherton, State Manager Queensland

2. Communications

- 1. What are some of the barriers that you see or have encountered to delivery?**
 - a. Holly herself has relatively little connection to the State Government and Ministers, this is not without a lack of extending many invitations and approaches for the Minister to be involved with our programs. The key block is the current Minister's advisor who is slow to reply, if at all. A strong relationship is in place with government however via CICTA and Nick Tate and Holly uses Nick's strong connection to follow up her approaches. National oversees this process.
 - b. The branch has no contacts in the media or PR, although Holly does have significant experience in this area from her previous job at AMA Qld where she oversaw state media. A media plan for example is being developed in support of the QLS State Tech Summit, which features high profile national speakers.
- 2. What information do you need to do your job better that you don't have access to?**
 - a. This has changed significantly under Rupert and Troy. It was very hard to get any information out of Andrew and Daniel. Now it is very easy to pick up the phone and talk to Troy and/or Rupert and they are keen to be of help. If they don't know they will find out and ensure that support and answers are provided. Holly commends national office for the changes that have been made to management and culture that have resulted in open, effective communication and a safer, happier workplace. Holly is very pleased with the committed leadership in place with Rupert and Troy (her direct manager) and stated that these changes have been integral/positive for her to be able to do her job and work happily and productively in the Branch.

3. Structure

3. Can you identify any times that you have been told that you are unable to do a task? Or when the task seems disproportionate to the end result?

- a. The most obvious is the business case process, including the 'light' business case. Takes too long and is too involved except maybe for major previously unbudgeted projects.

4. Are there any tasks that you do that could be done more efficiently?

- a. One case is the BEC elections process which was quite involved and time consuming. It is important to note that national office (supported by Marc Portloc) have actively addressed concerns with the process, and we now have a centralised election process and an automated nomination form which will make a significant difference to this year's elections.
- b. The eNews process which involves 3 systems which is time consuming. We have 3 allotted slots for State content that quickly get filled, so this is a challenge to manage at times. However, we can send direct emails to different member segments and this assists with cut through.
- c. Webinars. Using the prescribed Redback webinar system is a very manual, time consuming process with a number of pre-tests required ahead of each webinar. Redback webinars can't do live tech demos unfortunately, only powerpoints or prerecorded videos which is limiting. Webinars also cost \$1,000 each. That being said, Holly is part of a national webinar review project to come up with hopefully 2 – 3 alternate platforms that will support all states and territories in a cost effective and efficient way.
- d. Holly advised that national office have provided significant training and support in all systems, and are doing their best to work with legacy systems. Holly commends national office for this support.

5. How well do the BEC and the Branch (or State) Manager work together? Are the Branch Manager's duties as directed by National Office detrimental to her relationship with the BEC?

- a. Qld didn't have a BEC in 2020, just Mike Driver and Nick Tate. Now it does and they work well with Holly, especially Beau, Mike and previously Nick Tate who have provided

significant support to Holly and the team. Holly stated she works well with the BEC and national office, and BEC have input into business plan and budgeting process.

6. The branch has a close relationship with River City Labs, which involves them in holding a few joint events each year, and ACS Qld holding their events at RCL premises. This latter means Holly has to set up and take down all the meeting catering and seating immediately before and after each event, which takes more time than running at offsite venues. The upside is no venue cost.
7. Holly observed that all the branches are different and have different needs. For example no other branches have as many or as distant chapters.

4. Membership Engagement

8. Are there any barriers to making you responsive to members?

- a. Qld has 3 chapters in Townsville, Rockhampton and Gold Coast and is recommencing Toowoomba and Bundaberg. Holly tries to do at least 2 meetings a year with each, which she attends. Generally getting 40 to 50 attendees at each meeting. However, these take a lot of time – 5 hours on site plus travel. This counts against starting new chapters though Holly would like to. It also costs Holly a lot of extra hours work that she is not compensated for – no time in lieu.
- b. Qld branch now has 30 PPP's (was 12 when Holly started). Very time consuming to service these properly, but important. Renewal process is involved and slow as well. Holly approaches individual PPP members to get second email address so don't lose contact if they leave the employer. Same with replacement PPP members. Holly has recommended a part time account administrator to support her with PPP growth and this will be provisioned in the next budget.
- c. Qld branch has not lost many professional members (maybe 15) but needs to grow these numbers as they are a key part of the branch membership.

9. What could the BEC do better to engage with the membership base?

- Attend our events as they are doing to help with meet and greets
- Help with student/potential member presentations as they are doing.
- Ensure BEC meetings focussed on Qld members, and not the politics of the wider organisation.

5. Budget

10. To what extent should the BEC have greater control over the branch budget?

- a. Qld branch has 3 local sponsors who in total contribute \$25k pa. In return they can run adverts in the eNews, can provide speakers of events, and can attend ACS Qld events.
- b. When Holly started it was made clear to her by DR that the branch was in a loss making situation and needed to be profitable. Holly says it is now runs on a profitable basis, but questions whether that should be the aim of branches. Are Branches loss leaders to support membership?
- c. The branch is in the process of developing its 21/22 budget for submission to National. That shows a profit and has some money set aside to run a large program of member events to support engagement and member growth of new members.
- d. Holly would like to employ a part time PPP administrator to focus on processing PPP renewals and reduce her administrative workload to free up more of her time for member and chapter support. However that would use up all of the predicted profit and she has not floated the idea with National. At present Qld branch has two full time staff only – the State Manager and an events manager.

Australian Computer Society
Branch Development Task Force
Notes from 1-hour MS-Teams Meeting with
Darren Roxburgh, WA Branch Manager
Wednesday 14 April 2021

The meeting was at Tony's suggestion.

Darren was eager to contribute, but as separate comments, not as variations to the responses of his Branch Chair on behalf of the BEC. He felt that, even with a considerable degree of agreement, there was benefit in having comments on the various aspects with a different flavour / perspective.

Communications

He championed MS-Teams, which is used by staff by means of various closed 'Teams'. I asked whether it was able to cope with scale (e.g. 200 Branch members – unclear), required an account and login (yes [which is likely to be a barrier]), supported notifications esp. by email (yes), supported digests daily or weekly (yes).

Organisation Chart

There's an internal organisation chart being refined by Marc Portlock. Darren didn't seem greatly fussed by my mention of the concern that junior staff should maybe not be as visible to BEC members as senior staff-members with outward-facing roles. He seemed to feel that the existing chart could be considered for wider accessibility. He acknowledged that some H.O. staff were reticent to respond to BEC members, but said that he believed all staff should recognise the responsibility to be Branch-facing.

Membership Data Reporting

It seems that the dropping of data-tables in favour of graphics alone was a result of some senior staff-member (unnamed, and probably gone now) being concerned that some recipient (unnamed) had misused or inappropriately released such data. [This may be an echo of an event in Brisbane in early-mid 2020, in which Martin Lack embarrassed Andrew Johnson and Nick Tate by publishing summaries of member-count implosion over the last 5 years, and asking some hard questions.]

Darren said that Marc P. has a working version of an improved tool with drill-down abilities. (Unlike Marc's active Org Chart, I had previously heard of this one).

Darren also said he has access to a Salesforce Dashboard, and when the data tables have been delayed, he's sometimes extracted the WA data from Salesforce for BEC meetings.

Structure

Darren carefully and very usefully expressed the reasonable concerns of Branch staff-members.

Quoting/Paraphrasing: Matrix organisation is always a challenge, and needs very careful definition and implementation, and some other terms might be better ("collaborative working structures" – ?). Some apprehensiveness arises because "there's no means to hold volunteers accountable" for delivery on their undertakings. "Promise-keeping is less respected than it once was", and I added that the existence of staff-members makes some volunteers lazy.

[And so does the nonsense about BEC members merely being about 'strategy' and 'ambassadorship'.] [I showed solidarity, by saying I'd had to kick BEC members up the bum yesterday because – exceptionally – we'd just missed quorum at a fortnight-delayed BEC meeting **and then** a circular motion hadn't met quorum after being open for 3 days. Chairs and Secretaries need to be happy to move beyond nudging to shoving some BEC members.]

Budget

Darren supports the points in the list, but control requires accountability, so there needs to be "demonstration of value in expenditure, and measures of success". [I floated the issue of business-cases needing to be subject to at least two levels of detail, the lower one being literally 'back of the envelope'. He agreed, saying he does those for each event and variant thereof.]

Member Engagement

There's a need for staff to have Responsible Service of Alcohol (RSA) certificates (which some venues require as a condition of rental).

Darren's a strong supporter of \$10 / \$20 pre-registration fees, to limit waste and encourage value being placed by members on event-participation.

He says members often assume that he has some kind of access to the revenue-flows that arise from successful H.O. business activities; but that's not the case. [I mentioned that the questions of 'appropriate prioritisation of the use of surplus' and 'accessible pools of central funding that can be bid for' were very much alive, but **not** in the context of this Task Force.]

He believes that most members want ACS for skills updates, to maintain their employability (hence the 'Master Class' series), and says only about 10% regularly engage in the social networking kinds of events. [His thoughts on this may be to some extent influenced by his prior experience in CPA Aust, where certification is well-established. He longs for that advantage. (Don't we all).]

He's not enthusiastic about muscling in on informal-group 'meet-ups', because he perceives such external groups to be transient, and to rely on sponsorship and in particular on marketers as speakers as well as venue-funders.

He believes that ACS has the necessary reach and the visibility in WA, without using that approach. [That may or may not translate to other Branches – where my sense has been that there's been a lot of splintering, and ACS needs to move to interact with / collaborate with / co-opt a lot of these groups.]

Branch Development Task Force
Helen McHugh

Leading Questions:

Why did you join the BEC in the first place?

Heritage --- I am probably the first digital native, true. I have watched the Profession and Industry evolve as a child to an engaged Professional. 1950, 1960s, 1970s Uni and joined the Profession, etc!!!

My father was one of the first 2 programmers; Csirac Sydney Uni. And he left the ACS unhappy
Professional Pride – I love ICT... it is great fun, I love the challenge of getting systems built and working to help businesses

What did you hope to achieve?

Help ACS be the best it can be

More specifically set corporate level of maturity in Services ISO, ICT maturity CMMI

Get those women into and keep them in the Industry.

Can you describe one or two of the frustrations that you experienced as a BEC member?

Understanding of the Profession by Staff but it is not their fault. They have been recruited to think of ACS as a sales organisation which it is not. ACS has to pay the bills but has to remember that the members are the primary focus! With the greatest kindness and maybe reskilling we need to keep this staff.

Corporate maturity, this is a professional Association NOT a sales company, this perception will come from recent recruitment. –The society does not hold any Corporate Certifications eg ISO, CMMI even though it champions the desire for Certification

Can you describe one or two things that make you pleased that you are a member of this BEC?

Respect and recognition by the people who voted for me and that they want me to represent them to make the ACS be the best it can be.

A sense Professional pride in that I am a CP

Can you identify any times that you have been told that you are unable to do a task? Or when the task seems disproportionate to the end result?

Many

Recently asked about MOU or agreements with other organizations and was told it was an operational issue and that the Branch Manager can address the request. I have been able to find a way forward and now have another activity to peruse for the ACS.

But as ACS Women 2015-2019 did achieve great outcomes but it required 3 times the effort eg Promise of Diversity Policy Paper and 10th Anniversary ACSW

PPP involvement and support... many BECs work for National Corporations but are told they can't know what the arrangement are with ACS and their employers. It puts them in a not just difficult but embarrassing position. Transparency!!!

Are there any tasks that you do that could be done more efficiently?

Many

Basic PMO skills in the organisation would help build to know all the project and initiatives on the go at any time. A basic timebox! Of the current activities

Repeatable processes. eg Regularly reporting of activities including basic stats, feedback cost, new members; a standard set of reporting on vents, planning 'dash boarding' a standard set Event name, Portfolio, Intended number of attendees, Demographic / member grade, Cost, Income, ROI, etc!!!

What are some of the barriers that you see or have encountered to delivery?

National Office and Branch tensions. This is made much more focused for NSW Branch as it is collocated with the National Office and so the demarcation is VERY Blurred at times. But given recent changes this is hoped to "dissolve into a much more collaborative culture"

Understanding what collaboration really looks like. Eg recent F2F MC at the Hyatt in Canberra where we discovered in the pm that a number of ACS staff were also there to do a planning day. Only if MC members went to the Hyatt for dinner with the MC cohort did we get to know that this KEY element of the ACS's success were also there. While being sensitive it would have been such a HUGE opportunity to build relationships as ACS re builds culture. It did not need to be a full session but maybe that was the plan. But again a "What THE moment" not knowing is not good!

Are there any barriers to making you responsive to members?

Connections through the events but this is early days as Chair and new to new ACS culture

What could the BEC do better to engage with the membership base?

Understanding the numbers, demographics, and location. Understanding time as a member.

Be able to engage in direct activity at the moment in Virtual events. Do we have to do them through REDBACK at \$1500 per event. We did do an event where we could virtually split into virtual rooms. It was awesome.

What information do you need to do your job better that you don't have access to?

Need enough Information to help support the staff without getting too involved in their daily work

Need an Organisation Chart

Need to understand what work is in the pipeline to

- 1) Support the staff and help if needed and to understand current workloads
- 2) To understand when things are being dropped into the Open Market or to members so that as an elected member we can Champion the initiative. We / I feel stupid when an ACS notification pops-up in LinkedIn or Facebook or Twitter that I have no knowledge of and so how I can promote into my network.

A BEC Handbook

Product Managements: Consistent and shared Products between NO and Branches.

Understanding what Product Managements mean and how to build and deploy. ACS's

Products are real and need to be managed this will lead to help Members understand value in Membership.

Other issues / Topics

No Competitors

Understanding of the ACS role as an organisation. That it is the Umbrella and Peek Organisation for the ICT Industry. And so building alliances between ACS and PMI, AIIA, IWDs, Pearcey etc should be encouraged

Branch Administration

Limited if any visibility but Jamie and I can build on this

Need to build trust and working together and what that should look like

Power of BEC members

It's not clear apart from BEC meeting, approving reports and general support of the Branch Manager and staff.

Clear Roles and responsibilities is needed. I believe this is currently under way. Not sure what involvement there is of BEC members as no request or updates have been shared at this point in time. Again a basic timeframe being shared so we can be ready to make ourselves available to support if required. But transitioning to BAU is required.

Relationship between Branch Chairs and Branch Managers

Is good in many respects Jamie is awesome but we are not sure how much direction I can give. Things are changing but there is a tension in the Internal Managers as roles are changing! The relationship between Branches and National Office historically has meant that states had very little involvement or input in National events.

With NSW Branch collocated with National Office at times it is difficult to remain separate in activities.

Consistency of service

Limited visibility or understood Consistency as BECs do not attend every event.

The communications out to members via email is reasonably consistent but I not sure where each comms comes from as there is limited defining brand for comms from NO Members services, Branch Members service, General member comms;

Not sure what the frequency is but I suppose I should find out

Problem Area	Identified Issue	Approach	Notes	Branch Sponsor

PPPs

Account Management

Need to have visibility of how when connecting and approaches and engagement are occurring. BEC members can help by supporting and championing ACS to 'prospects' and when engaged be aware of them and their expectations of arrangements

National Involvement PPPs at National Level need to be shared with Branches especially ones where the PPP has a significant presence

Local Involvement PPPs at the local level need to be shared with National for potential communities of influence of the PPPs network

Value Statement for Members

- Brenda did start a list with a \$dollar tracker and would happily report how much it was worth as we/they unpacked that value...why is it not known now!!!! I can find it!
- Need to understand the difference and different needs

Annual Plan

- The current Annual Plan(5yr) is actually a 5 Year plan. It is more aspirational than specific
- The Annual Plan(5yr) does not mention the members and is much more focused on Politics; there is space for both and should tell the story clearly eg build a strong Australian ICT Workforce for the Australian ICT Industry and Economy
- The **Annual** Plan should be less aspirational and much more definitive

“An annual plan is a strategic and operational plan that indicates specific goals and objectives”

Attempts are made to show some relationship between National Office and the Branches but I have not seen a collaborative ‘sharing’ of the year’s strategy and then plans feeding between NO and Branches

Joint Associations

- Joint agreements, MOUs whatever to address cross skills eg PMI and ACS ICT Project Managers who are technical and also certified in Project Management. Business Analysts who are Certified by IIBA with ICT degrees, etc
- Discounts between shared CPs Points to annual CP obligations eg ACS and PMI

Understanding the Member base

- Australian Tech Worker Prep Initiative 22K \$? Income \$? Costs to service
- PY years 11K
- Full Fee CPs etc!!

Stages in the career. Build a map of career and service from ACS eg Young IT is keen to come back etc, SIGS

Display the Grades in order of progression through Career

Retention Figure for each of Grade Not a single figure

Grade	NSW Numbers as at 28 February 2021	Retention Figure	Question	Rules
Full Fee	1284		Split out to grade eg CP CT etc But keep this as a summary figure too. These are in their career path	
CP				
SnrCP				
CT				
SnrCT				
Other (incl. Hon Member, Unemployed)	49		What are the rule around this Fellows??	
Graduate	391		Are these guys transitioned Students	
Student	536		Do they know they are members and how do we communicate with them. UNIs?	
PPP	1190		Split out to grade eg CP CT etc	
Retired	205		Do they lose their grade	
Subscribers	522		Who are these	
Associates	?		Induction says they can't be elected to	What are the rules governing them and what are the

			Office Bearers roles but they have been	services we offer them
Professional Year PY	3656		What happens at the end of the year	
Australian Tech Worker Prep Initiative aka Migrants program	?		What service are expected at the Branch level	

Different Slices of the numbers

Member Type	Gender	Number	
Member Type Broad	Region	Number	
Member Type	Region	Number	
ETC			