

MEMBERSHIP GRADE REVIEW AND MEDIUM TERM STRATEGY

The challenge

The Institute was to undertake a Membership Grade Review, originally contacting HJC Associates in July 2008. The review followed the development of the organisation's Medium Term Strategy, which had two target outcomes -

The development of the Institute as an Awarding Organisation (a Government accredited body which can award qualifications) and subsequent vocational qualifications

The review and re-development of member grades and criteria was undertaken to align the new qualifications framework for the future membership

The objectives for the second outcome were: to review membership grades criteria and assessment levels, allowing for recognition of qualification achievement (including the transfer and re-brand existing qualification to new professional member grade).

The proposal

HJC Associates managing director Helen Chambers submitted a plan set out in three stages.

Stage 1

- The outputs from this part of the project were:
- An outline of new member grades and criteria
- A benchmarking report comparing similar professional bodies
- An executive report

Stage 2

In November 2008, HJC Associates was asked to facilitate a planning day to implement the new qualifications, including an examination of the transition from the 'old' qualifications, as well as internal and external staff training.

The outputs were:

- Transition plans
- Stakeholder analysis
- Gantt chart
- Communications Plan
- Risk Analysis

Stage 3

Regular contact followed and there was a meeting with the organisation in October 2009. The aim was to put together an implementation plan for Stage One, with a deadline of 1st January 2010 for the launch.

The new member grades were launched on 1 January 2010 and although there are some areas that are still being finalised, the project is now being reviewed.

Key Notes

Helen Chambers acted as a full team member, working cross-organisation, but with the primary relationship with Membership Services. There were issues normally associated with such projects - resource complications, resistance to change, consultation and communication. These were addressed through training, feedback, communication and involvement. Key milestones achieved were -

- Production of all documentation for approval (Board and Executive)
- Meeting of all objectives
- Training of new assessors
- Meetings with key stakeholders, including members of Executive and Fellows Forum
- Staff training and Change Management
- Project formally reviewed on 23/3/10

The prime contact was the organisation's Head of Services but the project also required contact across the organisation, including at Executive and Board level and with key members

HJC Associates and the client organisation are now looking at further areas to develop and Helen Chambers comments:

"This project is a prime example of us living up to our slogan - we work within a team - we motivate, challenge and inspire!"

"There was a lot riding on this project and its' successful implementation, but there were also other projects running concurrently, which meant that resources were stretched."

The objectives - the successful launch of the new member grades with all supporting information and communication channels - were achieved.

Key expertise and knowledge utilised:

Membership structures

Membership sector

Membership communication

Qualifications frameworks

Assessment strategy and methodology

CPD schemes

IT (the project was run using a web-enabled project Management system)

Problem solving

Facilitation

Brainstorming

Developing relationships

Production of quality documentation

Influencing and negotiation - including challenging the status quo and firmly held beliefs

Decision making

Project management

© June 2010

HJC Associates | The Coach House,
1150 Melton Road, Syston Leicester LE7 2HB

T +44 (0) 116 269 2040

E helen@hjcassociates.co.uk

www.hjcassociates.co.uk

Company registered in England and Wales No. 6589347