

Consultation Document – Strategic Review

Future Strategy

Vision Statement

Value Proposition

Core Focus Areas

Name

CILT International Office

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Charity Registration Number: 313376

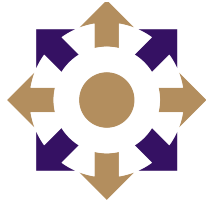


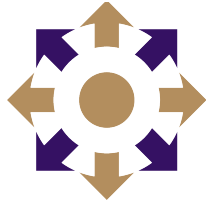
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Message from the Global Convenor

As Global Convenor of the International Young Professionals Committee, I have had the privilege of being part of three different “generations” of this committee.

Leading up to our strategy session at the 2018 CILT International Convention, we sought input from our different Territory and Branch organisations with active Young Professional groups. This feedback was requested through our Regional Ambassadors and Country Representatives.

Broadly, we heard that:

- The name Young Professionals is misleading and detrimental to our goals
- Our value proposition is unclear
- Many Young Professionals do not identify as same
- Young Professionals and WiLAT are mutually exclusive groups
- Young Professionals want to be recognised as members of our Institute proper
- We need to do much more in helping new groups establish
- Our Institute must digitise if we are to be relevant
- Young Professionals require a voice at all levels throughout our Institute

The above has not changed since 2011 – only the message is getting clearer and we now know how to interpret it.

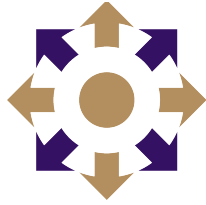
At our strategy session, we discussed how we tackle these perceptions – regardless of whether they are right or wrong. We accept that perception is reality for our members.

Ultimately, we agreed that we must engage in a step change process. We must stop paying lip service to the above issues.

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The Young Professionals Committee proposes that we change our name to CILT Next Generation. It is important that we have a name that accurately reflects:

- Our importance to our Institute
- That we are not a “Special Interest Group”, but the core of our Institutes’ future
- That we are the future Chartered Members and Fellows of our Institute
- That means the same thing in each culture in which we operate
- That all Members can engage with each other in an inclusive manner

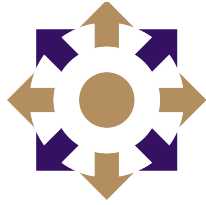
We also propose that each committee at all levels of CILT have a Young Professional representative with full voting rights.

Further, we are all agreed that Branch and Territory organisations must ensure Young Professional status is part of a pathway to Membership, and not treated as the final and only option. Young Professionals must not be excluded from attaining Member, Chartered Member and Fellow status.

I challenge every Member to consider the future of our Institute. We must embrace our next generation and strive to provide a future for our professionals.

Elliot Price

Global Convenor
Young Professionals Committee



2018 Young Professionals Strategy Session Outcomes

On day 0 of the 2018 CILT International Convention in Wrocław, Poland, the Young Professionals Committee held a strategy session.

This session was publicly notified, and we welcomed everyone with an interest in the future of our Institute, and the next generation of Members.

Present during the deliberations were:

- Europe YP Regional Ambassador
- Africa YP Regional Ambassador
- South Asia YP Regional Ambassador
- North Asia YP Regional Ambassador
- UK YP Representative
- IVP Oceania
- IVP Ireland

We also welcomed the International President and the Secretary General for a brief visit.

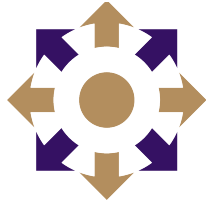
Each participant was invited to communicate the concerns, desires and needs of their constituents. These matters varied, but all seemed to follow a common set of themes:

1. Who are we?
 - a. Who and what is a Young Professional?
 - b. Are we inclusive or exclusive?
 - c. How do we encourage YPs who wish to network with senior members?
 - d. How do we facilitate senior members who wish to be involved with the YP network?

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2. How do we support the future of our Institute?
 - a. Most members start their relationship with our Institute as a YP
 - b. Members who are new to the industry have similar needs to YPs
 - c. We are the future Chartered Members and Fellows
 - d. We are not mutually exclusive with WiLAT

3. How can we leverage the internet?
 - a. What resources can we invest in to support inter-regional and international cooperation?
 - b. How can we better use technology to support this?
 - c. What content do we wish to share publicly?
 - d. What content do we need to keep behind a paywall?
 - e. How do we manage our social media more professionally?

We debated many potential solutions to the above, finding that few of these were clear-cut and straightforward. However, it is clear that we are still struggling with the basic challenge of our identity. There is confusion surrounding what the YP network is or does.

Ultimately, we recognised that it is time for the YP network to change, and we believe that change has to start with a new name, and a redefinition of our identity, vision, and relationship within the wider CILT family.

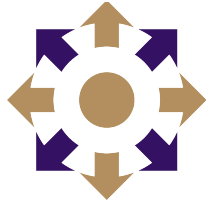
We have invested much time considering a culturally neutral name, one that appropriately describes our identity and mission, and also promotes our Institute.

We agreed that the name “CILT Next Generation” would achieve these goals.

As the Next Generation of CILT, we are the welcoming party, helping to steer our Institute into the future.

CILT Next Generation

“Supporting the future Fellows, thought leaders and contributors to our Institute and profession.”



Executive Summary:

The CILT International Young Professionals Committee proposes radical changes to their name, structure, strategy and direction.

We propose to change our name to “CILT International Next Generation”. It is envisaged that this change will address challenges associated with our current name. These challenges include inaccurate perceptions by members, office holders and the general public.

It is important that Young Professionals are acknowledged as the future of our Institute. Great progress has been made in many Branch and Territory Organisations, but much work remains.

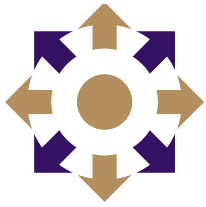
We also propose that our role within our Institute should be that of facilitator, sounding board and the voice of our next generation of Chartered Members and Fellows.

The committee requests feedback on the proposals contained in this consultation document.

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Part One: Proposals for Amendments to Strategy, Policy and Direction

Change of Name

It has become apparent to the committee that if we are going to resolve several of our challenges and suboptimal perceptions, we must change our name.

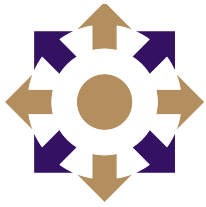
There are several perceptions that relate directly to the term Young Professionals. These are:

1. Who is a Young Professional?
 - What age is a Young Professional (currently < 35 years)
 - 30 - 35 year old members are running their own businesses, in charge of multi-million dollar budgets etc.
 - We are frequently referred to as “Youth” and “Students”
 - Are they by definition, not a professional?
 - Are they a second-class member?
 - Is Young Professionals a “toy for them to play with, before they sit at the big table”?

Currently, we define a Young Professional as anyone under 35 years of age. This includes those undertaking primary, secondary or tertiary education. It also includes those entering the work force and growing their skillset. It also includes members in senior positions within the industry.

Several of our highly active countries are focused on members currently undertaking Tertiary level education. Whilst this is not cause for concern, it does raise two issues:

- The name “Young Professionals” does not fit this segment of our Institute. These members are students and are undertaking higher education
- This “core focus” often leaves a vacuum for graduate’s post studies



It is important to recognise that there are many career stages:

Primary Education	Children becoming aware of the industry – WOW factor!
Secondary Education	Teenagers becoming aware of the impact of the industry on the economy
Tertiary Education	Students learning about the technical aspects of the industry
Entering the workforce	Employees learning how the industry works from a practical perspective
Gaining Competence	Employees attaining professionalism in their specific roles
Developing skills	Employees taking on new roles, developing new skills and learning how to apply ideas in different environments
Stepping up	Employees now taking responsibility not only for their own decisions, but for their teams. They are learning leadership skills and understanding their own style
Leading	Leaders emerging and taking control of teams, shifts, sites, departments, business units and companies

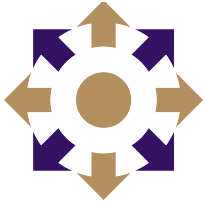
As our members grow through these stages in their careers, they may bounce through different stages. Members may choose to build competency in one section of the industry or diversify into other sections. Over the course of their careers, many will achieve both competency and professionalism in several sectors.

Our target market, particularly at the 30 – 35 year old range, do not always consider themselves “Young Professionals”. They desire engagement with our senior members and find that most events, awards, or challenges run by Young Professionals to be unsuitable for them.

Sitting at an executive table in their own roles, and then receiving the message that they are only “Young Professionals” does not always sit well with members.

Whilst many Young Professionals highly value the mentoring programme, it can often be the only quality time that a Young Professional may spend with a senior member. Combined with the mentor-mentee rules around recruitment, this can be frustrating to both parties.

We need to do more to communicate the talents of our Young Professionals to our senior members.

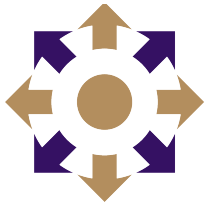


2. Cultural differences

- Different locations and groups have different perceptions of Young Professionals groups

3. How do they fit within our Institute?

- Special interest group
 - Does that mean that they are not part of the main membership?
 - Are they mutually exclusive from other special interest groups?



Refresh of Vision

It is important that our vision is concise, and accurately conveys our objectives. It should reflect our new name, and the associated changes in direction and emphasis. Finally, our vision needs to speak not only to our Young Professionals, but to all members, especially those in critical support roles in our industry.

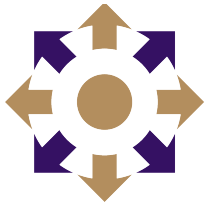
We must do more to include key support professionals from a range of specialisms, including:

- Accountancy
- Legal
- Psychology
- Urban Planning
- Procurement
- Policy
- Economics
- Business Analysis
- Project Management
- Civil Engineering
- Mechanical Engineering
- Health and Safety
- Compliance
- Environmental

The committee feels that our future success depends on the ability of every member to understand and communicate our vision. After all, we are the Next Generation of our Institute.

We propose the refreshed vision as:

“Supporting the future Fellows, thought leaders and contributors to our Institute and profession”



Part Two: Core Focus Areas

Redefining Our Value Proposition

We have identified that our value proposition needs to be refreshed. This was last reviewed in 2013 and needs to reflect changes within our industry, and technological developments.

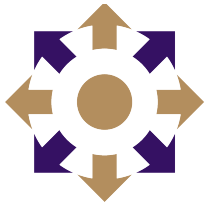
Part of this review will be gaining a better understanding of what members in each of our regions want. This process will start with our survey to attempt to capture this information.

We expect to retain a support-focused role for each country. We also expect to be able to provide more support in terms of linking regions and hosting both global and regional events. It is our assumption that our countries will willingly provide content that we can share globally.

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Requirement for Representation

Our committee has listened to the concerns of our Young Professionals with regard to the perceived lack of representation in our Institute.

We acknowledge that some Branch and Territory Organisations are doing better than others in this area. Some, like Hong Kong, are a leading light in this field.

We consider that Hong Kong has shown leadership and has set best practice. This is achieved through having a Young Professional representative on each committee within their Territory.

If we are to take the challenge of preparing our Institute for the next generation, we must acknowledge that change is vital.

A consistent theme in democracies around the world is the question of what motivates young voters. It is a huge challenge. Young people are known to disengage when they feel that they cannot effect change.

Most Mentors will attest to learning significant amounts from their Mentees. We all know that Young Professionals have different skill sets, knowledge and views. By embracing their unique contributions, we will do more to attract the next generation of members to our Institute.

There has been some criticism from Young Professionals that their skills sets are assumed. A common example is assuming that a Young Professional is adept at social media, due to their age. Certainly, some are, but not all.

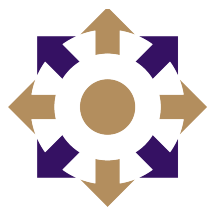
Providing opportunities to Young Professionals to sit on committees will achieve a number of positives for our Institute, the Young Professional and the community.

- Giving Young Professionals a voice will make our Institute more appealing to new members
- Young Professionals may be struggling to get opportunities in their own roles
- Young Professionals will develop their skillsets
- Provides a base of experience for Young Professionals to serve again later in their career

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Ultimately, how can we as an organisation attract our next generation of members, without giving them opportunities they would not get elsewhere?

Assisting New Groups to Establish

We all applaud new countries and regions joining our Institute, gaining Branch and then Territory status.

We have many Branches and Territories that have a sleeping membership of Young Professionals.

If we agree that Young Professionals are the next generation of our Institute, then we must set targets for mobilising these sleeping memberships.

Providing a clear strategy, defining best practise and an articulate vision will go a long way towards making this achievable.

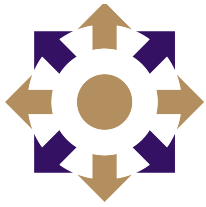
Providing templates, resources and our time is essential to helping new groups establish.

Requiring all Branch and Territory organisations to have Young Professional representation will allow for identification of Young Professional talent. This can be incubated and developed into a mobilised group.

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Digital Strategy

The committee spoke at great length regarding the digitisation of our Institute being crucial to our survival.

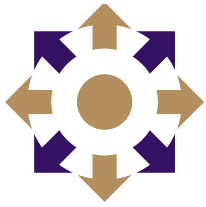
We spoke about all of the different platforms available and developed a list of must haves:

- One centrally managed database globally (this will enable regional and international engagement for members)
- Members will be able to access information and resources that interest them
- Countries may charge international members a nominal fee for certain content
- A small portion of membership dues may be set aside for micropayments to other Territories and Branches. This would encourage utilisation of this service
- Training
- Reselling of other education products (such as dangerous goods training from third parties)
- Webinars
- Slide hosting
- Live streaming of events

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Regional and Global Events

Increasingly, we are receiving calls from our members to enable regional and global events, both physically and digitally.

A Young Professionals stream at the African Forum, for example, would attract members from Africa. This would allow for an annual summit that enables our key leaders to push developments to their strategy. It would also allow for key leaders to mix with their members and senior leaders in our Institute.

Other requests have been for a platform to develop a challenge between Young Professionals in Sri Lanka and Bangladesh.

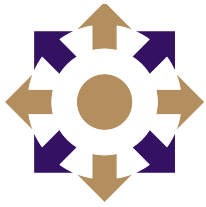
We propose to undertake a Global Quiz later this year. This would see Young Professionals groups to run local events over multiple time zones.

For example, it might be set for a Sunday, where the Europe and Africa host a breakfast event. Asia would hold a lunch event and Oceania an evening event.

Auckland: 19:00 Colombo: 12:30 London: 08:00

This event would be done electronically. This would enable all regions to participate together. It would also enable those to join who would not otherwise be able to be physically present.

We have planned a series of webinars to be run by this Committee. We have already trialled one event simulcast.



Setting Targets and KPIs

The Committee considers it imperative that we are able to track our progress. This is the only way we can objectively measure our progress.

We are hampered by the lack of central data surrounding membership numbers. We would greatly support a central membership database. We are concerned at perceptions of each country investing significant sums in developing their own systems.

We feel that with the current technology available, we could create a central database that has the ability to process recurring membership payments. This would allow for automatic distribution of funds to the responsible Branch or Territory. It could be setup so that it automatically deducts CILT International's levy.

The Committee also believes that the future of our organisation depends on being able to move to a monthly subscription basis. The next generation values this model, as it fits in with most of their consumption patterns. Think Netflix, telephony, gym and rent as an example.

A single yearly fee is unappealing to members and greatly increases the likelihood of non-renewal.

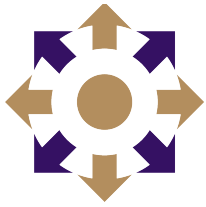
We, as a Committee, must develop targets that we can visibly work towards. In the short term, this will be focused around our own actions – such as reports, meeting attendance and actions completed.

In the medium to long term, we can set targets that include membership growth and event attendance.

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Part Three: How to Have Your Say

The Next Steps

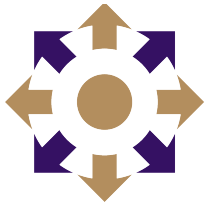
The process for submissions to review and approval of this consultation document are as follows:

1. Sign off by Young Professionals Committee
2. Call for submissions and online survey
3. Review of submissions by Young Professionals Committee
4. Submission of finalised document to International Management Committee
5. Approval or request for consideration of amendments by International Management Committee to Young Professionals Committee
6. Submission of finalised document to Council of Trustees
7. Sign off by, or request for consideration of amendments by the Council of Trustees

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Key Dates

CILT International Young Professionals Committee Meeting:

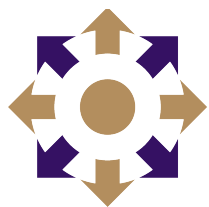
Draft document considered:	Monday 16 July
Release of draft document:	Monday 30 July
Review of submissions:	Monday 13 August
Finalised document considered:	Monday 10 September

CILT International Management Committee Meeting:

Deadline for Submission:	Thursday 30 August
Meeting Date:	Thursday 6 September

CILT Council of Trustees Meeting:

Consideration of final document	Thursday 20 September
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Your Feedback

All members of our Institute are asked to review this document and send us any submissions.

Submissions are requested for both positive and constructive negative feedback.

The period for lodging submissions is from Tuesday 31 July to Sunday 12 August.

Each Regional Ambassador will make time available to speak with each Young Professional Country Representative as well as each Branch or Territory Organisation Administrator and Chair.

Further, each Young Professional Regional Committee will hold an extraordinary meeting during this consultation period.

During the consideration period for submissions, the Young Professionals Committee may reach out to submitters to clarify their views, if required.

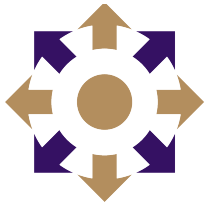
Following review by the International Management Committee, minor amendments will be considered exclusively by the Young Professionals Committee. This reflects the short time between this meeting and the meeting of the Council of Trustees.

In the event of major changes being requested by the International Management Committee or the Council of Trustees, a second round of consultation will occur.

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Appendices

Appendix 1: Flipcharts from Strategy Session, Wroclaw

Survey and submissions link

https://www.surveymonkey.com/r/CILTYP_Strategy_2018

~~YOUNG PROFESSIONALS~~ - Rebrand?

- Future - what we want to be
- Integrated within CLT
- Charters + fellows of future (not always leaders)

- WHAT?
- WHO?
- WHY?

VITAL to have a rep or champion of the future agenda.

We are the future fellows of the profession

Need to be within the mainstream communications
"NEXT GENERATION"

Not acceptable for a YP here to not have a seat on national council

Better description of who we are?

This isn't optional

↳ I'm not young
↳ not young enough!

Communication

* balance of multiple comm forms! *

- move away from YP

only comms; should be from main CILT brand

"Wayne" - "one voice + stronger together"

* need to share what we do from one platform

↳ linkedin?

↳ Twitter?

• what is the best way to "celebrate what we do"

* Future of whatsapp

SLACK

(new comms platform)

- sub groups!

- share + private message!

Resources | Time → how do we resource the time?

• Website/forum; CILT International - closed comms vs. open!

"Delivery": Recognise country by country have different challenge + requirements!

eg: Sri Lanka vs. UK vs. Ireland

YPF Next

CILT

Next Generation;

Supporting the future fellows, thought
leaders and contributors to our institute
and profession. . . .