

# From the Chief Executive Officer



MELINDA HOWES, CEO

2011 has been a fantastic year with lots of new initiatives and some very positive feedback from our members.

## The business

My first goal when starting here less than two years ago was to stabilise the business and get it running efficiently, effectively and electronically. Great progress has been made in 2011, and I think we have now achieved this. We have documented procedures, automated manual processes and digitised paper processes and member records. We have tightened and strengthened the financial and risk management of the business, and have achieved strong financial performance. We have made further improvements to our new CRM and website. My fantastic team have been shaped into a new configuration with an emphasis on service and marketing. The team have been supported, developed and trained. Managers have received management training. We have a clear strategy and business plan which cascades into team and individual goals. We are building a proactive, problem-solving culture.

## The members

Our next set of projects has been all about the value proposition for our members. After listening to member feedback, we know that members want value for their membership subscription. They have also told us they want:

- ▲ support in development of knowledge and skills;
- ▲ a sense of belonging to a professional community;
- ▲ leadership in the field; and
- ▲ building of the standing of members.

In response we have revamped the membership fee scale, and have radically reduced exemption fees for students. We're providing more free or low cost member events in more locations and increased opportunities for networking. We have launched live webinars and entered the Twittersphere. We have revamped our electronic communications to make them shorter, smarter and more relevant. And we are tracking the things members don't like... and changing our processes to address them.

I have really enjoyed working with Council this year, under the leadership of President Barry Rafe. Council have provided thought leadership this year. They have been strategic and forward-sighted and together I think Council and the Secretariat have made some important changes which will position us for the future – like our new corporate identity including a new promotional name and new logo. There have also been some key decisions made about some fundamental changes to our professional education program which will be implemented in 2012-13. I look forward to more great achievements in 2012.