



IABC Asia Pacific Region Board Nomination Pack 2022/23

Thank you for your interest in serving on the 2022/23 IABC Asia Pacific (APAC) Region Board. In this information and application pack, you will find:

- Information about the board and nominations process
- Duties of IABC APAC Region Board members
- Board member role descriptions

Welcome!

If you have ever wondered how you might be able to contribute to shaping IABC and make a positive difference to our chapters and members, then we invite you to consider nominating to serve on the IABC Asia Pacific Region Board.

Region Board members make decisions that support the health of the region's chapters and guide the professional development of our members, the future of IABC, and the profession, as well as deliver the association's strategy.

Serving on the IABC APAC Region Board will help you develop your board and leadership credentials, become more valuable to your organisation or clients, gain greater access to professional content, regional and global peer-to-peer connections, communication best practices, and enhanced networking experiences.

Based in the Asia Pacific region, members in good standing are now invited to nominate to serve on the IABC APAC Board for 2022/23.

Board nomination process

Eligibility

IABC members in good standing, based in the Asia Pacific Region are eligible for nomination. Board nominations are self-nominated.

The Region is defined by the International Association of Business Communicators, and includes all countries and territories in Asia, Oceania and the Pacific, except for those included in other IABC regions.

Board positions open for nomination in the 2022/23 term are:

- Vice Chair
- Treasurer
- Secretary and Governance Director
- Chapter Liaison and Development Director
- Brand and Communications Director (up to 2 roles e.g. brand director; strategic communications director)
- Professional Development Director
- Independent Member Marketing Director



- Certification Director
- Awards and Recognition Director

Note: The Vice Chair is a three-year term, with succession to the Chair and then Past Chair roles. All other roles are one-year terms with the option for two years.

The Chair, Past Chair, Vice Chair, Treasurer and Secretary will form the Executive Committee and also serve as the Finance Committee.

Nominations Committee

All applications will be reviewed by:

- Chair
- Vice Chair
- Immediate Past Chair
- Secretary
- Treasurer
- An IABC Member with international and/or regional board experience

The nominating committee's recommendations for the 2022/23 board will then be ratified by the membership at the 2022 APAC AGM in June.

Nominations timeframes

Nominations are open from **11 April 2022** and all applications must be received via email by **13 May 2022**.

An interview via Zoom may be requested for some roles following the close of nominations.

Decisions (pending AGM confirmation) will be notified by 27 May 2022.

Board roles will commence on **1 July 2022** following confirmation of the Board slate at the Region AGM.

Newly elected Board Members are invited to attend the last Board Meeting of the 2021/22 Board, held directly after the AGM.

Selection criteria for nominees

Building the right team of dedicated and passionate IABC members is critical to the success of IABC Asia Pacific. The following criteria will give you a good idea of what's expected of the board.

Nominees are welcome to apply for more than one position on this application – the Nominating Committee will then make decisions regarding placement.

Conflict of interest

The IABC International Executive Board (IEB) has adopted a Conflict of Interest Policy to help guide decisions regarding commercial transactions or arrangements for the best interest of IABC and its members.

Nominees must disclose any actual, potential or perceived conflict of interest at the time of submitting their nomination. Explained as follows:



- An **actual** conflict of interest occurs when there is a real conflict between an individual's board responsibilities and private interests.
- A **potential** conflict occurs when an individual has private interests that could conflict with their board member duties. This refers to circumstances where it is foreseeable that a conflict may arise in the future, and that steps should be taken now to mitigate that future risk.
- A **perceived** conflict is when a third party could form the view that an individual's private interests could improperly influence their decisions or actions as a board member, now or in the future.

Person specifications

All nominees should be of good character and have the genuine interest of IABC and its members at heart.

All nominees should have written and verbal fluency in English.

A good working knowledge of the following is assumed for all nominees, along with a commitment to upholding good governance:

- [IABC Code of Ethics](#) and [Code of Conduct](#)
- [IABC Conflict of Interest Policy](#) including disclosing any actual, potential or perceived conflict of interest for resolution at the start of each board meeting
- [IABC APAC Bylaws](#)
- [IABC leadership structure](#)

A number of **criteria** will be taken into consideration when evaluating nominations, including:

- Previous leadership and management skills and experience, as demonstrated both in professional and IABC volunteer roles.
- Strategic thinkers who are also keen to roll up their sleeves, as well as demonstrated business and financial acumen.
- History of achievement and delivering on commitments, as demonstrated through this application, CV, and referee checks.
- A strong service ethic; this is a working board, not an honorary role. Applicants should be skilled at both delivery and leading through others.
- Demonstrated competency as a communication practitioner and a strong interest in the advancement of the profession.
- Strong team player – a virtual board must build rapport quickly and be adept at working well together.
- Ensuring that the board represents a mix of geographic, cultural, chapter size/strength members.
- Business acumen – running a region is a bit like running a small business.
- Commitment – being able to commit to the role and expectations as a director of a board including portfolio plans, reporting to the board and attendance at board meetings.



Role-specific skills, qualities and experience are listed within role descriptions.

Duties of Asia Pacific Region Board members

Requirements – what’s expected of the Board:

- The board will meet by Zoom call monthly.
 - Board members absent from three meetings and/or unable to deliver on portfolio commitments may be asked to resign at the discretion of the Chair with support from the Executive Committee.
- The Executive, in its capacity as Finance Committee, may meet separately and in addition to other meetings.
- In addition, all board members will complete their portfolio responsibilities to a high standard and on time.
- Board members should expect an average of approximately 8-10 hours per month for board work.
- Board members will provide input to the regional growth strategy, its implementation and evaluation through their term.
- The Chair is required to attend the annual IABC Leadership Institute in North America (travel permitting), to serve on the Council of Regions, and associated nominating committees. The IABC travel policy provides a stipend for the Chair’s travel to attend. The APAC region can also provide a stipend to assist with a portion of the travel expenses as per APAC travel policy. Balance of travel expenses are to be covered by the individual.
- The Vice Chair is required to attend the Council of Regions face-to-face meeting held at the IABC World Conference (travel permitting). The IABC travel policy provides a stipend for the Vice-Chair’s travel to attend. The APAC region can also provide a stipend to assist a portion of travel expenses as per APAC Travel Policy. Balance of travel expenses are to be covered by the individual.
- The Chair and/or Vice-Chair are required to attend regional conference representing the board (travel permitting). The APAC region can also provide a stipend to assist a portion of travel expenses as per APAC Travel Policy. Balance of travel expenses are to be covered by the individual.

Administrative and governance duties

- Declare any real or perceived conflict of interest with any agenda item at the start of each meeting.
- Be responsible for planning and implementation of their portfolios.
- Prepare monthly board reports, with risk analysis and issues for noting, discussion or decision.



- Produce handover guide for their role/portfolio before the completion of their term, which will then be updated annually by the incumbent.
- Participate in the AGM and any other member meetings required.

Board terms

- All board terms are for a period of one or two years. After one year, a board member (all except Chair and Vice Chair) may apply to remain on the board in their same or different role (including Vice Chair).
- The Immediate Past Chair may also apply to remain on the board in a Director role or as Secretary or Treasurer.
- Nominees for the Vice Chair role should understand that this represents a three-year commitment: Year One as Vice Chair, Year Two as Chair, and Year Three as Past Chair.
- The Region Chair may appoint others to the Board for a specific purpose, subject to Region Board approval.
- Additional duties may be identified/clarified in the Asia Pacific Bylaws.

What APAC Region Board members can expect to gain from their service

You will have an opportunity to:

- Strengthen and grow IABC in Asia Pacific through delivering improved value for membership and connecting our community.
- Work alongside a diverse and high-performing team of dedicated and passionate IABC volunteers from around the region.
- Support key IABC programs and initiatives and support chapter implementation.
- Develop and deliver world-class initiatives and programming for your colleagues in the region.
- Develop strong leadership and management skills through strategy development, risk oversight, good governance, portfolio delivery and project work.
- Grow your IABC networks throughout the region, and within the global community.
- Gain invaluable board director experience.
- Contribute to the advancement of the communication profession in the region and help to develop its practitioners.
- Help to harness the amazing diversity of the Asia Pacific region and showcase our unique offering to the global IABC community.
- IABC regional volunteer experience also provides a valuable background for future service in



- IABC international roles, committees and task forces.

What serving on the APAC Region Board is not

We want to make sure that we build a great team of regional leaders who are all serving for the benefit of our members, developing their leadership and director capabilities, and gaining valuable experience.

For this reason, it's important to be clear on appropriate expectations for nominees.

Serving on the APAC board is not:

- A vanity exercise: this is a working board, not an honorary position. All nominees are expected to deliver on their commitments.
- An opportunity to promote your own business interests as this would be a clear conflict of interest.
- Serving on the board represents a commitment to advancing the interests of IABC both in the region and around the world, and is not a platform for selling your own products and/or services.
- A travel junket. The Chair and/or Vice Chair are required to attend two meetings in North America annually in their roles, and may, as determined by the Finance Committee and Board, undertake some other limited regional travel, but no other board member should expect any travel expenses to be paid for by either regional funds or IABC HQ. All core work will be done virtually.
- All board members are welcome to and encouraged to attend the IABC Leadership Institute, World Conference and other regional events, but should understand that this will be at their own expense. Board members, like any other IABC APAC member, can apply for the scholarships offered by the APAC region to Leadership Institute and/or the World Conference.

Board Member Role Opportunities, Descriptions and Requirements

Vice Chair (with automatic succession to Chair)

Role description

- **Lead long-range planning activities and strategy development for the region** – Ensure Asia Pacific activities align with the IABC2025 strategy; establish 2022/23 regional conference organising sub-committee.
- **Secondary spokesperson and region representative** – Serves as backup representative to the Asia Pacific member community regarding the region, accreditation and the association.
- **Secondary leader of the region** – Leads board activities as requested by chair or in Chair's absence, recruits volunteers for committees, provides counsel and support to Chair.
- **Serves on the Nominating Committee** – Assists in the recruitment and election of committee members and chapter leaders.
- **Serve on the Finance Committee** – Ensure that all regional monies are managed responsibly and with the best interest of all Asia Pacific members in mind.
- **Succession planning** – Arrange orientation and strategic planning sessions for the upcoming board transition.

Desirable skills, qualities and experience



- Previous Chapter President experience and/or regional board experience preferred, but not essential
- Demonstrated leadership in the profession
- Strong business acumen and facility with finance
- Proven understanding of risk and governance

Treasurer

Role description

- **Coordinates preparation and management of region budget** – Provides budget materials and counsel to other board members, monitors and advises on budget monthly.
- **Manages chapter financial accounts** – Maintains accounts, monitors account records and documentation, pays invoices/bills, manages board member reimbursement, responsible for handling of funds generated through region events/activities, provides region financial reporting.
- **Manages region finance policy** – Coordinates review and development of policy related to financial processes, saving and spending.
- **Leads region finance program** - Supports chapters to maintain accurate financial records; identifies ways to improve financial management across the region.
- **Coordinates year-end reporting** – Prepares year-end reporting for tax and IABC International.

Desirable skills, qualities and experience

- Financial management and/or fundraising experience
- Previous chapter leadership experience preferred
- Strong understanding of governance and risk
- Detail oriented, with strong business acumen with time management and communication skills

Secretary and Governance Director

Role description

- **Coordinates board meetings and manages key resources** – Manages logistics including scheduling board and committee meetings, coordinates and distributes agenda and ensures board reports and minutes meet the requirements set out in the Asia Pacific policy manual; maintains Google Drive and Basecamp.
- **Leads board governance program** – Supports board members to maintain board records; responsible for maintaining and reviewing region governance framework including risk register, policy manual and bylaws; identifies ways to improve information and knowledge sharing; works



with Executive Committee to ensure board complies with local regulatory and/or IABC governance requirements.

- **Triages board communication** – Maintains Asia Pacific central email and ensures enquiries reach to the appropriate director.
- **Support chair during onboarding period** – Ensure incoming board members are aware of and have access to board resources and governance frameworks.

Desirable skills, qualities and experience

- Previous chapter secretary experience preferred, but not essential
- Strong understanding of governance and risk
- Detail oriented, with strong business acumen with time management and communication skills

Chapter Liaison & Development Director

Role description

- **Advocate for chapter engagement in board decision making and planning** – Considers impacts and opportunities that may arise from region board decisions and planning, and facilitates chapter engagement where appropriate.
- **Ensures region has visibility of chapter health and vitality** – Acts as liaison between region and chapter boards, escalating issues and opportunities and ensuring chapters receive relevant support from the region board.
- **Facilitates chapter leader development and support** – Maintains regular contact with chapter presidents so they are aware of region plans and activities, as well as support and guidance available (e.g. Leadership Institute; governance and campaign support).
- **Represents Asia Pacific at key chapter meetings and facilitates knowledge exchange** – Serves as Asia Pacific representative at AGMs and chapter board meetings; coordinates invitations for chapter presidents to attend Asia Pacific board meetings.

Desirable skills, qualities and experience

- Previous chapter leadership experience preferred
- Understanding of IABC operations and strategy
- Strong relationship management skills

Brand and Communications Director (up to 2 roles; e.g. brand; strategic communications)

Role description



- **Creates and manages region communication calendar** – Collaborates with Asia Pacific board members and region chapters to develop and implement 12-month communication schedule, amplifying existing global and chapter communication and campaigns where possible, and ensuring chapter and region efforts are integrated and complementary.
- **Creates, manages and evaluates content and activities** – Collaborates with board members to survey members on success of communication efforts and conduct other measurement where appropriate, using insights to inform content development and activities.
- **Coordinates all formal communication to members and prospects** – Collaborates with board members to incorporate messaging, produce materials and content, and distribute; ensuring content reflects brand guidelines and communication standards.
- **Oversees community relations** – Coordinates activities to reach prospective members and create greater awareness of IABC benefits. May include proactive communication and other outreach activities.
- **Maintains budget, records and materials** – Manages records; provides reports and marketing messages to communications; and prepares and manages budget for the portfolio.

Desirable skills, qualities and experience

- Experience in brand or strategic communications, including channel management
- Content development skills
- Ability to measure and evaluate and extract insights

Professional Development Director

Role description

- **Plans and implements professional development events and other activities** – Uses member insights and other research to identify topics, plan bi-monthly events, recruit/negotiate/manage/thank speakers, and liaise with chapters to ensure efforts are complementary. The region anticipates 6 events per calendar year. The PD Director would work with brand and communication directors to identify opportunities to expand and amplify event content, so that it can be used at other times through the year.
- **Measures and evaluates events and activities** – Initiates member surveys/polls to identify areas of interest among members; evaluates PD events and other activities and communicates results and insights to board members.
- **Manage events** – Hosts events, introduce speakers, manage Q&A and thanks speakers and attendees. May include organising speaker gifts.
- **Maintains budget, records and materials** – Manages records; provides reports and marketing messages to communications; and prepares and manages budget for the portfolio.

Desirable skills, qualities and experience

- Ability to research trends and issues in the region and apply insights
- Event and content planning, production and evaluation



- Strong networks and relationship skills

Independent Member Marketing Director (formerly Members-At-Large Marketing Director)

Role description

- **Leads independent member research** – Leads implementation of independent member/lapsed member survey to determine member needs, interests, concerns and ideas.
- **Creates, manages and communicates new and existing independent member benefits** – Collaborates with other board members to ensure that independent member interests are considered in board planning and decision making.
- **Creates and manages new independent member recruitment and retention plan** – Plans and implements activities to attract new and retain existing independent members including: growing and maintaining list of prospects; welcoming new members (e.g. personalised email with summary of benefits); follow through with lapsed members.
- **Reporting and insights** – Receive and review monthly rebate report from IABC international and provides insights and analysis to board at monthly meetings.
- **Maintains budget, records and materials** – Manages records; provides reports and marketing messages to communications; and prepares and manages budget for the portfolio.

Desirable skills, qualities and experience

- Existing networks in the region
- Strong networks and relationship skills
- Ability to draw on data and insights and apply these in decision making

Certification Director

- **Lead the growth of the Global Communication Certification Committee (GCCC) certification program in the region** - Leads planning and implementation of certification program for the year, liaising with chapters to ensure Asia Pacific is able to promote local exam dates and highlight achievements.
- **Create opportunities for certification for members and non-members in the region** - Draw on member insights and industry research to create messaging and content that attracts and engages certification participants.
- **Liaise with GCCC to help enable chapters and individuals with certification** – Advocate for certification to be considered as a key benefit in all strategy and program development.



- **Develop certification marketing and communication programs for the region** – Draw on independent member insights provided by other directors to develop activities and positioning to appeal to the needs and interests of the various Asia Pacific member demographics.
- **Maintains budget, records and materials** – Manages records; provides reports and marketing messages to communications; and prepares and manages budget for the portfolio.

Desirable skills, qualities and experience

- Understanding of GCCC certification program
- Strategic communication and planning skills
- Strong relationship skills
- Ability to draw on data and insights and apply these in decision making

Recognition Director

- **Creates and implements strategy to promote IABC recognition schemes** - Leads planning and implementation for Gold Quill and Communicator of the Year awards; collaborates with other board members to draw on insights so that communications activities resonate with members.
- **Manages Communicator of the Year Award program and Asia Pacific Quills Awards** - Establishes project plan including key milestones, activities, tasks and budget, and provides regular updates to the board; recruits and manages volunteers to drive participation throughout the region.
- **Maintains budget, records and materials** – Manages records; provides reports and marketing messages to communications; and prepares and manages budget for the portfolio.

Desirable skills, qualities and experience

- Understanding of IABC awards and recognition programs
- Project management
- Experience managing volunteers and delivering through others
- Ability to draw on data and insights and apply these in decision making

Additional Directors may be added when and if appropriate to carry out the work of the Region.

The Board may also appoint volunteers to help carry out project/ program/ portfolio specific duties. These volunteers will report to the associated Director, with oversight by the Vice Chair.