



INTERNATIONAL
CONCRETE REPAIR
INSTITUTE

Chapter Officer Recruitment and Retention Guide

January 2004

Inter-Chapter Luncheon and Forum Report Chapter Officer Recruitment and Retention

Introduction

The ICRI 2003 Fall Convention Inter-Chapter Luncheon and Forum served as an opportunity for idea exchange about an issue that faces or has faced just about every ICRI chapter: chapter officer recruitment and retention.

The Chapter Committee chose this topic during its meeting at the 2003 Spring Convention, in response to the number of issues brought up by chapter officer and members regarding chapter leadership. There were also some very recent instances within certain chapters where a lack of leadership was adversely affecting the progress of the chapter.

The Chapter Committee instructed ICRI staff to submit a brief questionnaire to all current chapter officers, directors and immediate past-presidents, to get as much feedback on this issue. The resulting comment compilation would then be used to generate a presentation to be given at the forum.

The full comment compilation was distributed at the forum and is included with this report, as are the slides given during the presentation. The following report addresses some of the resulting topics and ideas discussed during the forum.

We encourage all chapters to continually share with us their concerns and ideas for improvement in this area, through the online Chapter Officer Forum or by contacting marketing/chapter relations coordinator Dale Regnier (847-827-0830; dale.regnier@icri.org).

Inter-Chapter Luncheon and Forum Report

Chapter Officer Recruitment and Retention

Recruitment Strategies and Ideas

Constantly Recruit

Chapter recruitment shouldn't ever stop, and it begins with recruiting people to join your chapter. Once you have signed them as members, keep them involved and show them the benefits of working as a leader for the chapter.

Chapters should recruit officers and directors at all meetings and events and in chapter communications.

Seek Out and Welcome New People

If you see a new face at any of your chapter meetings, seek that person or people out and introduce yourself. Don't wait for them to come to you. One of the common complaints shared with ICRI about chapters is that people attending a meeting for the first time were not welcomed by one person.

Position your officers or directors at the registration table, so when a new person shows up, the officer or director can introduce him/herself and show that person around. At the beginning of each meeting, introduce all of your officers and directors to everyone, so people can place names with faces.

The new person you welcome today could be your chapter's president in a few years.

Stress the Fun and Camaraderie

There is no doubt that working on a chapter is just that: work. That doesn't mean that it can't be fun.

Working on a board or committee is a great way of building friendships that last a lifetime. The people you meet and work with on ICRI activities also know and understand your career, which makes a great common bond.

Develop Committee/Board Member Descriptions

No one wants to commit to something without knowing exactly what it is. Having each of your committees or board members write a brief description about their responsibilities and amount of time they spend on ICRI work is a great resource for officer recruitment. Having this information will enable you to show a potential officer or board member what will be expected of them.

Oftentimes, they will be relieved to see that the work really isn't too time demanding.

Orientation

To better inform chapter members about the tasks associated with any of the board, officer or committee positions, hold an orientation meeting once or more per year, prior to a membership meeting. The meeting should be used to explain each of the chapter officer and board positions, openings that need to be filled and committee actions. All chapter members and nonmembers should be encouraged to attend the meeting.

Perhaps this meeting should be held prior to elections, enabling potential candidates to familiarize themselves with chapter roles and responsibilities.

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Chapter Officer Recruitment and Retention

Retention Strategies and Ideas

Even the Workload

It is imperative that chapter officers do what they can to distribute the workload. Boggling down one person or committee with too much work will lead to burnout and most likely many of the tasks not being completed. Even if the person or committee can handle multiple tasks, it is better in principle to engage more people in chapter activities, thereby priming these people for board member or officer roles.

Officer/Board Member Recognition

At the end of the year or a major task, be sure to recognize officers, board members and committee members for their accomplishments. This can be done at a chapter membership meeting and/or in chapter communications, such as your newsletter.

Many chapters make special plaques or certificates to recognize outgoing presidents and officers.

Show a Chance for Growth

As officers, be sure to show directors that they will have a chance at serving an officer role for the chapter. For some chapters with a large board, it may take longer to ascend to an officer role than with chapters with smaller boards, but be sure to show there is a reward for their efforts.

Be positive, supportive and encouraging in all instances.

If a board member sees no chance for growth or a good old boys network forming, you will lose that person's service and possibly those of many more people.

Chapter Recruitment and Retention Survey Results and Comment Compilation October 20, 2003

Question	Chapter	Answer	Comments
1. What is the hardest part about recruiting officers, directors and committee chairs for your chapter? a. They won't sign up for membership, which is a requirement. b. They can't get support from their company to allow them time to dedicate to the chapter. c. They don't want the added responsibility d. Other	BWC-Rodler	C	Finding people to serve on the board is not a problem, but getting work done is a challenge because people are busy with work and home responsibilities.
	BWC-Mitnick		In the BW Chapter we have never had a problem with recruiting. We are very fortunate to have an involved, enthusiastic group. Our current goal is to get new, younger faces.
	CAR-Botos	N/A	
	DV-Everett	C	
	DV-Johnson	C	
	DV-Marcotte	C	Directorships can have a cycle of commitment that stresses an all-ready packed workweek. On another note, it has been my experience that many are not familiar with the responsibilities of a director and do not know how to be proactive. It is crucial that there is some leadership on the Board to direct efforts.
	FWC-Earley	C	
	GA-Baumeister	C	Lack of time to participate.
	GA-Derby	All	As a chapter we find difficulty in recruiting new members and retaining past members. For the most part our committee chairs are the active officers serving the chapter. We have gone to having our officer terms extended to two years in order for them to develop the skills and initiatives to fulfill chapter goals. When looked at in its simplest state it is the few who do most for the chapter and when their commitment of service is complete the desire, energy and time expended cannot be continued in support of the chapter. A comment heard often from potential members is cost of participation, what benefits do they derive (mostly contractors who are looking for potential leads). The design community is actively involved in other associations, CSI, AIA, ACI and SEOG to name a few. Manufacturers are tightening their expense budgets and trade associations are a victim of this fact.
	GA-Smart	D <i>(Time)</i>	As people are assigned more and more responsibilities, their available time is precious.
	HOU-Choudhuri	N/A	They enjoy the ICRI chapter meetings whenever they attend; however the excitement dies down until the next meeting.
	MIN-Disch	D <i>(Time)</i>	We have discussed many hands make short order of the work. As a new chapter we seem to have some success in securing committee help. At each of our meetings this year we have requested additional committee personnel.
	NE-Vossoughi	D	Not contributing as much as they should and taking initiative to take charge of a project.
	ORV-Breetz	A/C	Of those who join, most don't want more to do.
PIT-Rowles	D <i>(Time)</i>	Finding individuals is hampered by their time availability and involvement with other organizations. Time constraints are an issue, regardless of whether their company supports them, or not.	

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	QPC-Desroches	C	Also it is the ICRI International membership costs (not the chapter dues). It is the same for regular members. They will agree to pay the chapter dues, but don't want to sign up with ICRI International (same as the ACI local chapter).
	RM-Dunster/Board	A/B/C	Smaller chapters struggle just getting members. National dues are the most difficult issue to deal with. Local dues are acceptable. Interested individuals who do not get support from their company on the national dues cost do not become members and I think are a loss to the local chapter.
	HGC-Kountouris/Froussos	C	
	NTX-Bill Light	All	It is our opinion that all three apply, depending on the person.
	WNY-Wilson/Marzullo	B/C	
2. What is the hardest part about retaining officers, directors and committee chairs for your chapter? a. Relocation. b. The person ends his/her activity with the chapter. c. Their job priorities are too much to handle added chapter duties. d. They can't get support from their company to allow them time to dedicate to the chapter. e. Disagreements among chapter leadership. f. Other	BWC-Rodler	A/C	Our board members generally stay, with the exception of A and C.
	BWC-Mitnick	N/A	Still not a problem, actually, we have board members who have stayed on the board as long as our by-laws allow. We have lost several due to relocation and job changes. The priorities issue mostly occurred in our chapter several years ago as the firms owned by several of our active members grew to become large organizations themselves. However, they got other members of their firms involved.
	CAR-Botos	N/A	The Carolinas Chapter historically has had a strong interest from our members in becoming board members and / or officers. For the next term, 2004, we had to choose 2 candidates from a list of 6 interested members.
	DV-Everett	F	Most people want to sit on the board but do nothing to promote the chapter or ICRI.
	DV-Johnson	F	50% of board members want the title "board member" and not the work that goes with it.
	DV-Marcotte	N/A	Our chapter does not seem to have a problem retaining officers.
	FWC-Earley	C	
	GA-Baumeister	B/C	
	GA-Derby	C/D	Increasingly job priorities and the ability to allot sufficient time to be effective are cited as reasons for the loss of our directors, officers, etc. As stated previously, without new participation from others the 'burnout' factor is a contributing cause for loss.
	GA-Smart	C	
	HGC-Kountouris/Froussos	D	
	HOU-Choudhuri	F	Personal and business events take priority over the ICRI chapter meetings and board activities.
	MIN-Disch	C	
	NE-Vossoughi	C/D	Don't see what is directly in it for them.
	ORV-Breetz	C	People are too busy and reluctant to commit.
PIT-Rowles	C	Time availability is an issue.	

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	QPC-Desroches	C	
	RM-Dunster/Board	C/F/N/A	They cannot get support from other members to share the workload.
	NTX-Light	D	Mostly, it is a function of job pressures and individuals' companies wanting them to sell or produce projects.
	WNY-Wilson/Marzullo	C/D	
3. What are some things you think chapters could do to attract officers and keep them active with the chapter?	BWC-Rodler		We could communicate the fun and interesting aspects of serving on the board, while emphasizing the expectation that they stay on through their term and participate. Special projects, such as seminars and publications, could also attract interest.
	BWC-Mitnick		We have found that being active in the organization provided its own rewards by increasing networking and consequently marketing and business opportunities. We enjoy a good mix of engineers, contractors and material suppliers. I believe that maintaining that mix is essential for good dynamics within the group. I also believe that each individual member should be recruiting at all business opportunities. That includes from within their own organization as well as on the job site.
	CAR-Botos		<ol style="list-style-type: none"> 1) Let the membership see the results of the Board's decisions. Our BOD expends a lot of effort to put together good, fresh and informative programs and this is evident in the turnout at our 3 full-membership meetings. 2) Keep an open mind when considering potential members. You cannot allow the BOD to become a 'clique'. Sometimes you have to invite people to participate that you may not otherwise have contact with, or agree with their business philosophy. 3) Encourage participation from members that are not on the board. We recruit non-BOD members to help with all of the committees. These members see the excitement and want to become board members in the future. 4) If all else fails, offer free lunches at meetings.
	DV-Everett/Johnson		<ol style="list-style-type: none"> 1. Obviously, the selection process is key to getting good candidates for chapters. 2. Membership committees should "honestly" evaluate a director's abilities and desires to "impact" the board. 3. Eliminate the "popularity vote" system. The officers should diligently pursue prospects long before the election process, give them tasks to perform and evaluate their results before the Membership committee makes the mistake of balloting someone just for the sake of filling a spot. 4. To retain good officers, have the chapter send them to ICRI International events at the chapter's expense. 5. Make employees aware of the advantages of ICRI and support employees who want to be involved.

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	DV-Marcotte	<p>Attracting Officers: A difficult question to answer, as everyone is motivated to do so in different ways. Our chapter typically "selects" volunteers. We are fortunate to have a rather large pool from which to choose.</p> <p>Keeping them active: Our more recent approach has been to try and distribute the workload amongst everyone (no one gets burned out) and assign personal projects or sub-committee work. We've noticed a more proactive involvement in activities as everyone feels ownership of the task or project at hand.</p>
	FWC-Earley	<p>It's important to show those individuals that it does not require much additional time. They can volunteer as much or as little as they wish. Make them feel that a little time is better than no time.</p> <p>We try to recognize our chapter officers and board members at our meetings and in our newsletters.</p>
	GA-Baumeister	<p>I think having a dedicated Secretary / Treasure has helped our Chapter. I remember 10 to 12 years ago when it seemed the President and VP did everything. Also encouraging a diversified membership and BOD helps. Such as Insurance, Safety and Management type folks.</p>
	GA-Derby	<p>Is it possible for national to reimburse or support the expense of travel to the spring and fall conventions for chapter officers? We might find the benefit worthwhile given the opportunity for chapter officers to meet nationally, share ideas, speakers, etc. It would also be a gesture of recognition toward officers understanding the time and efforts they must put forth on behalf of ICRI National and their respective local chapters.</p>
	GA-Smart	<p>It might help to give officers a discount on dues or other perks – like discounts on annual convention costs, or "ICRI" logo shirts with "President" or Vice- President ICRI" logo.</p>
	HGC-Kountouris/ Froussos	<p>We usually make contacts with the owners of construction companies who are occupied with restoration-work, as well as owners of material suppliers, important consultants and professors. In a few words, our contacts are ones we feel are most involved with the improvement of restoration quality.</p>
	HOU-Choudhuri	<p>Have a lot of directors (The more, the merrier.). Maybe one out of eight people who start as a director may work out as an officer.</p>
	MIN-Disch	<p>We need to have many hands to make the chair or officer positions easy to operate.</p>
	NCA-Olson	<p>In my view, No. CA has not had a problem recruiting and keeping officers and board members. Our biggest problems are recruiting new members (membership has been "stuck" at about 56 for a number of years) and a significant decline in dinner meeting attendance in 2003. For 2004, we have scaled back our usual six dinner meetings per year to three dinner meetings plus some sort of social event or field trip.</p> <p>Something of note, however, is that once someone has served "their time" as a director and/or officer they usually maintain their membership but no longer attend the meetings or participate in chapter activities.</p>
	NE-Vossoughi	<p>Identify the absolute minimum tasks every chapter should do, responsibilities of the various board members and timetables to get them to perform the tasks. Spoon-feed them on what to do.</p> <p>Sharing of information between chapters is key; i.e., Web site, newsletter, service directory.</p>
	ORV-Breetz	<p>We have to show that it is a benefit to them, professionally and personally.</p>

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	PIT-Rowles	<ol style="list-style-type: none"> 1. Offer a reduced membership rate (financial incentive to offset time commitment). 2. Emphasize professional development opportunity during recruitment. 3. Limit time commitment by asking for only one duty to be performed.
	QPC-Desroches	Promote the benefit of the implications for chapter officers.
	RM-Dunster/Board	<p>As a local board, select several chapter members each year to entice into board members.</p> <p>Is there information posted on the national website that offers assistance to run the chapters (i.e. other chapters lessons learned and suggestions)?</p> <p>A broadcast email should be sent to all national/local members encouraging the members to participate, help recruit, ask for suggestions, etc. This could be done quarterly.</p> <p>More information provided in chapter handbooks.</p> <ul style="list-style-type: none"> General job descriptions (board, directors, committee heads) Meeting formats (board and general) Chapter goals (awards forms) <p>Offer a decreased fee for national membership or waive the national membership fee and charge the local chapter fee.</p> <p>The more active members a chapter has, the larger pool to pull from and the easier it is to spread the chapter duties. As it is now the few dedicated active ones are overwhelmed and out of time.</p>
	WNY-Craig/Marzullo	<p>Large companies should support local chapters, rather than just belonging to national organizations.</p> <p>Target those companies directly involved with concrete repair and network with those organizations.</p>



**Inter-Chapter Lunch and Forum
Friday, October 24, 2003**

**Chapter Officer Recruitment and
Retention**

Introduction

- **Twenty-seven chapters (two more pending)**
- **Officer and board member recruitment and activities a major issue**
- **Chapter Committee chose officer/board member recruitment and retention as the topic for the Fall Inter-Chapter Lunch and Forum**

Survey

- **ICRI sent a three-question survey to all chapters**
 - Pending Central Virginia and Minnesota included.
 - Survey sent to current presidents, secretaries and immediate past-presidents.
 - Nineteen people responded, representing 15 chapters.

Survey

- **Survey responses used as basis for presentation**

- Each response added to compilation.
- Best responses included in the presentation for discussion and ideas.
- Presentation, responses, notes from forum will all be posted in a report on the ICRI Web site for all chapters.

1. What is the hardest part about recruiting officers and directors?

- a. (4) They won't sign up for membership, which is a requirement.
- b. (4) They can't get support from their company to allow them time to dedicate to the chapter.
- c. (13) They don't want the added responsibility.
- d. (6) Other. -- *Time the most popular answer.*

2. What is the hardest part about retaining officers and directors?

- a. (1) Relocation.
- b. (1) The person ends his/her activity with the chapter.
- c. (12) Their job priorities are too much to handle added chapter duties.
- d. (4) They can't get support from their company to allow them time to dedicate to the chapter.
- e. (0) Disagreements among chapter leadership.
- f. (4) Responses varied.

Recruitment Recommendations

- **At each membership meeting, provide a list of board activities and goals.**
 - Search out volunteers to handle certain tasks.
- **Recruitment doesn't stop at meetings.**
 - Continually talk with colleagues and ask them to do the same.

Recruitment Recommendations

- **Offer board/officer orientation.**
 - Some people don't want the positions because they are intimidated by the work and not understanding the responsibilities.
- **Show the importance of the person being on the board, as it pertains to the chapter's future**
 - Discuss past chapter issues and how the leadership at the time kept it successfully running

Recruitment Recommendations

- **People like ownership of a responsibility.**
 - Match up tasks with people's interests.
- **If dues are an issue, explain the importance of dues to ICRI and the chapter**
 - Dues enable both organizations to provide member benefits.

Recruitment Recommendations

- **Ask top-level members to talk with top-level people from the local industry.**
 - Encourage their support; have them sign up employees.
- **Explain responsibilities and keep them at a minimum**
 - If the person understands his/her job, he/she is more likely to accept it.

Retention Recommendations

- **Have clear descriptions of board and committee duties.**
- **Ask current and past board members to detail the amount of time they spent on specific tasks.**
 - Having this information is helpful for board members, as they will have an idea as to how much time to set aside for chapter duties.

Retention Recommendations

- **Distribute work evenly.**
 - Don't let someone burn themselves out on a task.
 - Even distribution of work also makes it easier when transitioning tasks to next set of officers and directors.

Chapter Officer Recruitment and Retention Presentation



Open Discussion
