

# **Association of Sustainability Practitioners (A.S.P.)**

## **Outline Plan with Operational Appendices**

### **CONTENT**

- 1) **What is A.S.P.?**  
Purpose
- 2) **What does A.S.P. do?**  
Benefits to Associates  
Benefits to clients  
Definition of work  
Services
- 3) **How does A.S.P. do it?**  
Learning process  
Structure
- 4) **Who is involved in A.S.P.?**  
Members  
Management
- 5) **Who does A.S.P. work for?**  
Market potential
- 6) **How do people join?**  
potential
- 7) **How is A.S.P. financed?**  
Budget  
Partners
- 8) **What are the contractual terms?**  
Job descriptions
- 9) **Memorandum & Articles**  
The constitution

## **1 The Purpose of A.S.P.**

The purpose of A.S.P. is to promote learning that transforms behaviour from unsustainable to sustainable practices.

The mission of A.S.P. is to bring about these transformations in as many economically active people as possible through its membership network.

A.S.P. is a membership organisation that continually adapts to the learning and creative input of its members. Through it, people support each other to promote the purpose and mission of the association. This support also promotes personal and professional development.

Sustainability is understood to include all definitions that do not compromise the ability of future generations to meet their own needs. Social Justice is regarded as an integral part of sustainability.

## **2 The Activities of A.S.P.**

A.S.P. provides a forum for the benefit of its members, which also provides benefit indirectly to clients. This forum is based on a database of all associates, searchable by key skills, professional specialism, location, past experience and other categories as appropriate.

### **2a** Members benefit from:

- Combining with others to accelerate change
- Co-operating to win work
- Quality Assurance of work
- Peer to peer support and personal development
- Information exchange and learning

### **2b** Clients of A.S.P. members benefit from the added value of:

- Review of work done
- Review of the people doing the work
- Assurance for working practices

A.S.P. has the capacity to manage information, but cannot deliver work of its own accord. Members are delegated to promote the collective work of people in A.S.P. to a variety of audiences. Groups of members may use the association to lead bids where contractual obligations require it.

## **2c Definition of A.S.P work**

The boundaries that identify work as 'A.S.P.' work are set by the criteria below. These criteria define what *must* be included, but also allow the flexibility to include other aspects of interest.

- i) All work must relate directly to behavioural transformation that moves people from unsustainable to sustainable practices.
- ii) All work carried out in association with the A.S.P. brand, must be contain a process of Action and Reflection at more than one level. Action is the 'doing' of work, reflection is the thoughtful review of what happens whilst doing. The order of reflection can be at personal, group, organisational or community level, but must include the issue related to sustainability in the work.
- iii) All work must increase understanding amongst the participants of the complex relationships encountered in the system of work
- iv) All work must be conducted in the spirit of the values of A.S.P. membership, and must be governed by the policies of A.S.P.

## **2d A.S.P. Services**

A.S.P. represents the collective experience and expertise of its members. Services are proposed, developed, delivered and adapted by members. All services currently fall within the following range:

- Support for commercial work in the UK and internationally
- Support for learning
- Quality Assurance
- Generation of working opportunities

Specific services under these headings are described below, and are divided into those that benefit the membership as a whole, those that benefit individual members and those that benefit clients.

## i) **Collective services**

Elected Associate Directors, act for all fellow members of A.S.P. to promote learning and opportunity. With agreement and guidance from Associate Directors, members may also provide these services.

- ✧ **Promotion of A.S.P.** and its ability to offer learning support, teaching, consultancy and research to:
  - To educational establishments
  - To commercial concerns
  - To authorities and other non-profit organisations
- ✧ **Promotion of working opportunities** to members through tender alerts, media analysis etc.
- ✧ **Representation of A.S.P.** at conferences, in think tanks and in an advisory capacity on public projects or initiatives.
- ✧ **Development of A.S.P.** through membership management, applications for funding, and connections to like-minded individuals and organisations.

## ii) **Individual services**

Members provide each other:

- ✧ **Learning support**, including topic discussion groups, learning groups, seminars, a 'knowledge bank', mentoring/coaching and shadow consultancy
- ✧ **Quality Assurance** through regular work reviews to assess content, professionalism, process and outcomes for a qualitative rating that reflects experience and skill.
- ✧ **Additional resource** through collaboration on working projects to combine skills and experience, and to win work that requires more capacity than small consulting concerns can provide.
- ✧ **Personal support** to help maintain energy, enthusiasm and focus in challenging circumstances.

The services described in i) and ii) above are supported by Symbiotic Services, a co-ordinating administrative resource owned by A.S.P.

iii) **Client services**

Clients receive indirect service to gain:

- ✧ **Added Value** through the guaranteed review and assessment of work by skilled third parties
- ✧ **Informed perspectives** on the relative skills and experience of potential consultants/learning partners.
- ✧ **Guaranteed standards** of conduct within the parameters set by A.S.P. membership

### 3 How does it do it?

#### 3a Adaptive learning

This section aims to settle debate amongst the more academic minded members of A.S.P. concerning learning models.

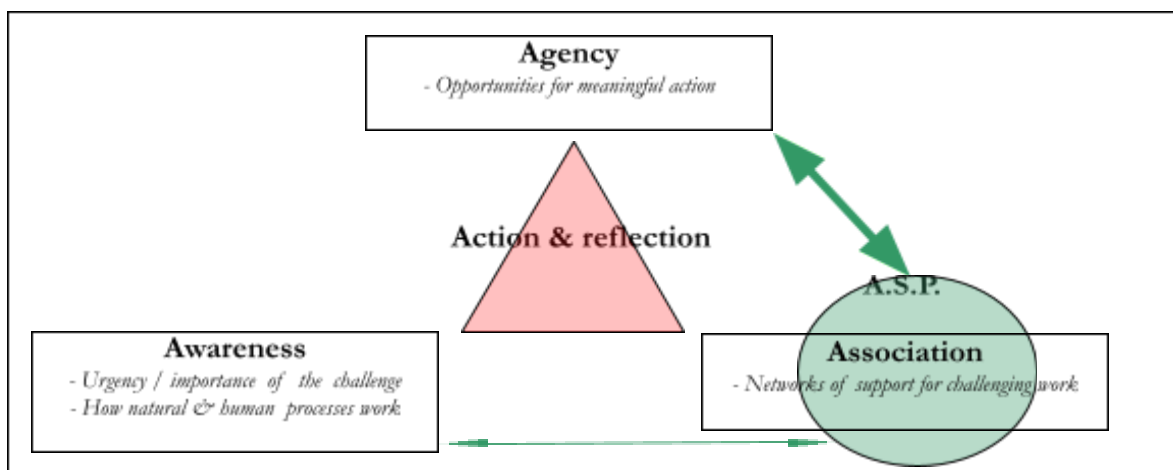
A.S.P. is permanently engaged in a study of the conditions for transformational change related to movement from unsustainable to sustainable ways of living. This study is an action and reflection process which creates good conditions for collaboration, whilst also providing the challenging edge. Action and reflection permeates all A.S.P. branded work, ensuring the quality and rigour of members work. The process itself is critical to transformation.

The current model<sup>1</sup> employed by A.S.P. notes that Awareness, Agency and Association are all essential elements of transformational change, where:

- **Awareness** refers to sustainability issues
- **Agency** refers to the ability to do something about them, and
- **Association** refers to support from others facing these challenges

The model is not to be confused with systems that attempt to label and order the nature or dynamics of change processes through hierarchical levels of development (eg. Ken Wilber's Integral Model or Bill Torbert's Action Logic model). A.S.P. recognises the diversity of its membership, and encourages members to work according to their own favoured frameworks for development.

A.S.P. aims to satisfy the condition of Association in order to help members themselves satisfy the conditions of Agency and Awareness to become effective change agents. The illustration below is adapted from Ballard's work.



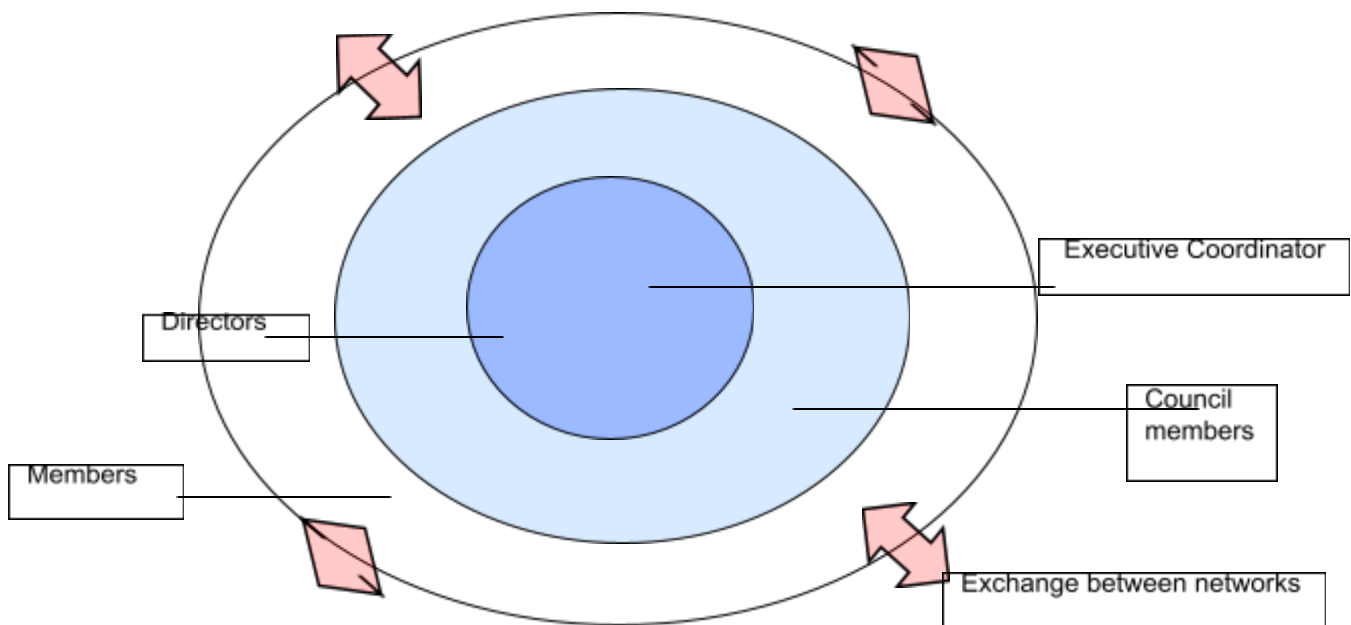
<sup>1</sup> Ballard 2004

### 3b Organisational Structure

#### Management framework

A.S.P. is a not-for-profit company limited by guarantee guided by an accountable board of management and supported by a council of associates, all of whom are drawn from the membership. The structure is more dynamic than is conventional with both formal and informal cycles of change built into the constitution for Directors and Council members.

The Council and Board are serviced by an administrative resource known as Symbiotic Services (Appendix 1).



#### Membership framework

Members self-organise into project teams and learning groups, which form, dissolve and re-form, according to members' interests.

#### Administrative framework

The only employee within the structure is the Executive Coordinator, who is the manager of information exchange services<sup>2</sup>. A.S.P. is in negotiations with like-minded organisations needing the same information management services, with a view to forming a subsidiary partnership called Symbiotic Services. If

---

<sup>2</sup> This initial position may change with demand. Staff costs should never dictate the activities of A.S.P.

formed, this company will increase administrative efficiency across the partner organisations.

## **4 Who is involved?**

### **4a Members**

Membership is open to people from all disciplines whose work relates well to A.S.P.'s mission and who wish to work collaboratively. To become a member, people will have to demonstrate:

- an appreciation of the conditions of transformational change  
(Agency, Awareness and Association)
- an understanding of action and reflection processes  
(cycles of Action and Inquiry conducted at many levels - personal, group, organisational and community)
- a willingness to adhere to the criteria for A.S.P. work  
(Systems views, reflective cycles and action orientation)
- a willingness to adhere to the values outlined in the membership agreement  
(Openness, honesty, respect, trust, collaboration and sharing)

Specific academic qualifications (such as higher degrees in Environmental Science, Business Responsibility etc.) are not pre-requisites for membership of the association.

Members are not expected to show strength in all areas, and all members are valued equally. Quality assurance is not 'rated' but is offered through an open record of reviews by peers.

Interest in membership has so far been shown by people involved in leadership, management, marketing, finance, research, teaching, facilitation and consultancy. Public, private and voluntary sectors are all represented.

### **4b Management**

**The board** of management is made up of 8-12 members as listed below:

Director (evolution)	Mike Zeidler
Director (research)	Ian Roderick
Director (finance & company secretary)	Vacant
Director (professional development)	Steve Banks
Director (Commercial Development)	Andy Middleton
Director (International Affairs)	Jem Bendell
Director (Communications)	Simon Cooper



Director (Web Development)	Lycia Harper
Executive Coordinator,	Vacant
Council member,	Vacant
Council member,	Vacant
Council member,	Vacant
Council member,	Vacant
Member,	Vacant
Member,	Vacant

Board members are the accountable guardians of the A.S.P. mission, whose task is to maintain focus amongst the membership and to uphold the policies and values of A.S.P. The board is responsible for reporting the collective action of the Association and for ensuring the financial prudence of the same.

**The Council** is drawn by lot from the membership, and is made up of 26 people. Council members are responsible for consulting with the board on matters of strategic import and may be called to settle matters of dispute

## 5 Who does A.S.P. work for?

The market potential for A.S.P. is vast. Factors indicating the scale of the market include: Increasing news coverage of environmental and social injustice issues across all media. New national and international legislation aimed at the effects of global economy. New corporate language and job titles, and the proliferation of consultants and agencies incorporating 'sustainability' in their service offer.

A.S.P. works for its members, but in doing so, it nurtures relationships with clients and potential partners.

Since 1984, a number of associates have been involved in paid work through the New Academy of Business. A small amount continues with the British Council and Bath University, and when the association is launched, relationships from the New Academy will be re-kindled. Good relations exist with the International Labour Organisation, the United Nations, DFID, Birkbeck College, The Aspin Institute, Lancaster and Manchester Universities and many others.

A.S.P. represents a broader range of skills, experience and interest than the New Academy had, and work is expected to develop in all sectors, and with organisations of all sizes. Searchable lists of clients and partners are available on the web site.

## How do people Join?

The two fundamental conditions for membership are that people must demonstrate that they embrace learning through a process of Action and Reflection (see Section 3a), and that they are committed to transforming behaviours from unsustainable to sustainable ways of living (see Section 2c).

An introductory interview will establish the specific skills, interests and experience of each applicant, and 'test' their understanding of the issues of Awareness, Agency, Association and Action & Reflection. Notes of the interview will be shared with the applicant and three members, and subject to approval, the applicant will become a provisional member of the Association.

On acceptance to provisional membership, the applicant signs an associates agreement (see appendix 2). Fully approved membership is granted once three pieces of work have been reviewed through the Association by peer learning groups.

## 5) Finance

Three budget scenarios for the period 2005-10 are appended to this document, showing how the Association will cut its cloth according to its financial means. If income falls below the anticipated level, reductions in expenditure can be achieved in directors expenses, office space and marketing, and ultimately, in salary level.

A worst case scenario called 'bumping along the bottom' shows a decision to splash out on marketing to boost membership numbers in year three which posts a loss for that year, but results in modestly successful recruitment, and the organisation continues to survive (just).

There are two critical variables on the income side, which are membership and fee income.

**membership** estimates in all three scenarios are relatively low. Even the 'high flying' best case scenario only shows 600 members in 5 years. This conservatism is deliberate. We do not want to project a reliance on growth that creates financial pressure on those who take responsibility for organisational well-being. The natural ceiling to membership may be as high as 2,000 to 3,000. A degree of 'churn' is to be expected as people leaving are replaced by others. This is generally governed by the level of satisfaction with membership benefits.

**Fee income** is projected from two sources. 1) Finders fees and a percentage (eg 3%) of the total billing for any job won by members responding to an A.S.P. call for tenders. 2) Brokerage fees for supporting learning (eg. setting up learning groups for specific projects) and for assurance (eg. Independent verification of action and reflection processes in reports written by members for clients). All three scenarios use a rule of thumb that £100 in additional fees will be earned from each member for these kind of services. There will be a significant range of variance around this, and we consider the estimate to be on the conservative side of the mean.

These scenarios do not include other potential income streams such as fees from events (which are all included as a cost under marketing) or any other service that members might generate. The reason for this is that the network is supposed to be about mutual support, and as a not for profit, money should only be charged if it is necessary.

## **Potential Partners**

A.S.P.'s principle role is to connect and assist people those whose learning and action is directed toward sustainability. As a result, A.S.P. will forge a large number of partnerships, which will wax and wane with the rhythms of changing events.

Strong synergies with the following organisations have already been noted, and many more will emerge as members bring their own thoughts and connections to the table.

***Bath University:*** The partnership between the University and A.S.P. is under review since the management school has developed its own capacity and no longer needs the support that A.S.P. has traditionally offered. A.S.P. will continue to supply leads for the Msc in responsible business and may continue to supply some course content.

***The Schumacher Society:*** Is developing plans for an institute which will concentrate on research into sustainable issues. Simultaneously, the Schumacher College is considering the way it might follow up its business courses with supportive consultancy. A.S.P. could happily work in partnership with Schumacher to provide learning resources (people and skills) that help to achieve our common goals. There may be opportunities to share coordinating administrative resource.

**Gaia Coach Institute:** Is linked to the Schumacher society, and may provide high quality learning space for New Academy members. No formal contact has yet been made.

**Centre for Sustainable and Environmental Management:** Is run by Ross King, who is promoting of an 'MBA of the Future'. There is clear potential for members to collaborate.

**L.E.A.D.(leadership for Environment and Development):** This network may be a connecting system for overseas affiliates. No formal contact has yet been made.

**Society for the Environment:** Has just received a Royal Charter and given licences to nine of its professional institutional members to enable them to award the new qualification of Chartered Environmentalist (CEnv), which they claim is the 'pre-eminent qualification and recognition of excellence for environmental professionals'. Criteria for CEnv are based on education, training, experience, and professional and ethical conduct.

SocEnv (their acronym) aspires to be 'the leading and co-ordinating umbrella body in environmental matters and a pre-eminent champion of a sustainable environment', but also 'fosters a culture of inclusivity and ethical behaviour for the common good'. The 'identities of its Constituent Bodies are maintained, while their primacy as centres of excellence within their fields is recognised and enhanced'. No contact has been made, but a relationship may be beneficial.

Other networks that have been mentioned to date include: Authentic Leaders, Susten8, Be the change, Wisdom at Work and The Natural Step.

## **Publicity**

Rather than go for a 'glitzy' bransonesque launch, A.S.P. should remain true to its humble roots and promote its existence through partner networks and members personal contacts. There is no justification for targets based on growth, since the organisation should expect to contract and expand with the energy of its members.

## 8 Memorandum & Articles of Association

The constitution is designed to replicate the conditions of a living system. Since living systems are dynamic and ever-changing, the structure of A.S.P. must also be more fluid than is conventional. The mission, purpose and diversity of skills amongst the membership are described above.

The board of management is made up of 8-12 members. There are six named posts, which are: Treasurer, Secretary, Commercial Director, Learning Director (research), Learning Director (professional development) and Executive Coordinator. Of the remaining six places, four are available for Council members, and two for Associates.

Board members are the accountable guardians of the A.S.P. mission, whose task is to maintain focus amongst the membership and to uphold the policies and values of A.S.P. The board is responsible for reporting the collective action of the Association and for ensuring the financial prudence of the same.

### Role of the Council

The Council is drawn by lot from the membership, and will include 26 people. Lots will be drawn one month before the end of each Council term. Members will not be required to stand for two consecutive years, but will be permitted to serve up to three consecutive years if their lot is drawn and they agree on each occasion.

The Council is responsible for consulting with Associate Directors on matters of strategic import and may be called to settle matters of dispute. In both cases, the full council will not be required to engage, but a minimum of five will be consulted.

The full Council will meet once a year, including five representatives from the previous year to 'hand over'.

#### 1) Strategic matters:

Council members selected will be supplied the relevant background information by the Associate Directors and the Coordinator. The information will also be 'live' on the members-only web page where comments can be recorded. Decisions will be taken only with unanimous approval of the group.

#### 2) Disputes:

**Strategy:** In the event of stalemate on a strategic decision, a wider consultation involving half of the council will be called. If consensus is not achieved, the full

council will be asked to consider the background and arguments for and against before a final vote is held. The majority decision will then become binding.

**Review:** In the event of a dispute amongst members reviewing each others work, a panel of three will be called from the council. The council members called should ideally have no significant contact with those in dispute, and will be expected to declare their interest if relationships exist. Once an independent panel has been established, those in dispute will submit their cases in less than 800 words (latitude may be granted in exceptional circumstances).

The panel will consider the written submissions and take one of two courses of action: i) Make a decision, or ii) Elect to mediate a meeting between the parties before announcing a decision.

The decision made by the Council representatives will be final and binding.

**Membership:** In the event of a dispute involving misconduct, misrepresentation or any form of behaviour that is not in keeping with membership of A.S.P., a panel of five council representatives will be called. The member in question may nominate a fellow member to represent his or her case, or choose to represent themselves. The allegations can also be presented either by another third party member (if charges are pressed by a client or somebody outside A.S.P.), or the member concerned.

The panels decision will be final and binding.

3) Full council meeting:

This meeting will be the AGM of the organisation, and will involve a core agenda that may be amended: It will begin as follows:

- 1) Minutes of the last meeting
- 2) Coordinators report
- 3) Associate Directors reports (review & look forward)
- 4) Financial report
- 5) Council's review of the year and look forward
- 6) Review of constitution and purpose
- 7) Nominations for new and renewed Associate Directorships
- 8) Any Other Business

The legal commitments should be clearly and simply expressed to ensure that the organic flexibility of the organisation is not restricted.

A.S.P. does not seek to occupy a unique niche, but aims to add value to existing networks and organisations by freely making connections and supporting the work of others seeking sustainable change.

Since the guild aims to promote change as effectively as possible, and seeks specifically to spread good practice, it must be clear that guild members acting through A.S.P. are sharing their intellectual capital freely. Members wishing to preserve intellectual capital should not introduce it to work conducted through A.S.P..

## II. **Associates**

Overview: Every member of A.S.P. is an Associate, and all associates are equal. The guild belongs to its members, so A.S.P. is both the resource and responsibility of Associates. Associates may supply training to each other, comment to the press, work with each other, apply for funding through the guild and so on. Members are not expected to trade under the guild's name unless it is **convenient** [change] to do so. Members will be bound by a set of principles (Section 2), and will be subject to the quality assurance process of the guild (Appendix 3).

Detail: People will become members via a nomination process involving a proposer and seconder. Applications are reviewed by members of the Council (see below), who then interview suitable submissions.

Where associates seek to work together on contracts, they may seek support from the Commercial Director (see below) to advertise their requirements to the membership. Where response is greater than need, the commercial director helps the proposer to sort through applicants, encouraging a fair allocation of work amongst members as appropriate. Negotiations on fees will be between associates and will only come to the Associate Director and Council in the event of dispute.

The Council is drawn by lot from the membership, and will include 26 people. The Council is responsible for consulting with Associate Directors on matters of strategic import and may be called to settle matters of dispute. In both cases, the full council will not be required to engage, but a minimum of five will be consulted. The full Council will meet once a year, including five representatives from the previous year to 'hand over'. Appendix 4 is a starting point for the core functions of the Council.

Peer review groups will also be established using lots for 'rating' work. A limit on the amount of time required of members for review in any one year will be imposed. Lots will not be entirely random, but will take into account areas of experience and practice.

### III. Directors

Overview: The Title Director is used only so that people in conventional mindsets will understand that A.S.P. representative concerned speaks with authority. This distinction is granted by members in return for the fulfilment of specific duties revolving around support for the Coordinator and strategic management/decision making. Directors are treated as regular associates in every respect outside their commitment to lead on strategic management and direction.

Detail: Directors are accountable to the membership and are subject to periodic review and election on terms which will typically vary between 6 and 18 months. Associate Directors are paid at a daily rate deemed acceptable to the membership and will need the approval of council members to work for more than one day per week.

The number of Directors may vary as core services are generated by the membership (Section 3 above) in cycles of re-birth and renewal. A minimum of three will be in place at any time. For now, we suggest the following:

**Commercial Director** is responsible for developing client relationships, grant funding relationships and for coordinating pitches where appropriate. This includes coordination of the public face of A.S.P..

**Professional Development Director** is responsible for nurturing relationships across the guild. This includes the coordination of peer to peer training, 'professional refreshment' and membership events with other associates.

**Research Director** is responsible for developing relationships with academic institutions and think tanks, and for facilitating publication of 'cutting edge' materials.

**International Director** would be responsible for maintaining existing international links, and coordinating work abroad where it is justified in the absence of local capacity. This role would also support the formation of affiliate guilds abroad to increase that capacity. Affiliated guilds would reciprocate benefits to visiting members.

These Directors will draw on the membership resource as appropriate, since their primary responsibility is to ensure that things are done, not to do everything



themselves. Strategic decisions will require consultation with members of the Council, but Associate Directors will be free to publicly represent A.S.P..

**Check all points below have been answered**

- Who is eligible to apply for membership?
- Can they apply directly or do they have to be referred?
- What are the criteria for acceptance/rejection?
- Can membership be withdrawn for any reason?
- Is there an appeals procedure against this?
- How long does membership apply?
- Can I join for a trial period?

About commitment.....

- How many days per year will I need to contribute to the running of A.S.P?
- What form will this contribution take?
- Will this be paid or voluntary? (will I at least get my expenses paid i.e. travelling)
- What happens at the end of the year if I have not met these commitments?

About work opportunities....

- Will A.S.P. help me to find work in my chosen field?
- How will this process work in practice (i.e. opportunities posted openly on the web-site....targetted to people who have expressed specific interest in certain areas?)
- Will I have to pay for this service (i.e. a finder's fee)?
- Can I use the A.S.P. logo & any supporting material?
- How will A.S.P. help me to find potential working partners from the membership?

About quality assessment.....

- How does the 'grading scheme' work?
- How/ how often is this assessment reviewed?
- How will my work be assessed...during and after each engagement?

About peer learning & research.....

- What research materials will I have access to through A.S.P?
- Is this part of the membership price or extra?
- What opportunities will I get to share my work with others and vica versa?
- Is it compulsory to be part of a peer learning group, or voluntary?

About money....

- How much does it cost to join? (+ earlier thoughts about length of membership period and potential for a trial period)
- Are there any other costs (i.e. contribution to trampoline etc....)
- What can I charge clients?

## Appendix 1

### Symbiotic Services

Symbiotic Services is a resource that co-ordinates information, provides administrative support and offers marketing for membership organisations that share purposes but have distinctive directions.

Symbiotic Services has its own board, with one member from each partner organisation. The board is responsible for ensuring that the service responds to shareholders needs, and for reporting on performance.

The resource provides partners and their members with administrative support for the following activities:

- Management and Direction
- Data management
- Communications
- Promotional activities

A partitioned database is used for supportive cross-referral between the shareholding organisations<sup>3</sup>. Shared overheads reduce costs to improve cash flow. The promotional service helps members (and their clients) to maximise the benefit of their work, whilst reducing the dependence of partners on donations by generating income. The collective 'punch' of partners can be marshalled by Symbiotic Services when appropriate.

EMBED PowerPoint.Slide.8

---

<sup>3</sup> Most information is self-regulated by members with remote access to the data.

This diagramme illustrates existing partners and some speculative propositions.

## **Role of the Executive Coordinator**

The Executive Coordinator is an administrative manager, whose role is to manage information and support associates and board members in the delivery of A.S.P. branded services. The role involves practical decision making, database and team working skills. The post-holder works alongside Associate Directors as a fellow member of the A.S.P. board and can be located anywhere accessible in the UK.

Primary responsibilities are:

**Information management** includes the administration of all databases. The membership data set includes all member details, and will be maintained on the web as at present, but with password access for self-management. The commercial data set would include all details of clients, potential clients and partner organisations, and there would also be data for relevant events and services.

**Signposting** includes the direction of potential work to associates according to specialism or to the associate director responsible for sales if a coordinated response were required. Inquiries beyond A.S.P.'s remit should be passed on to other organisations where possible.

**Reporting** includes the statutory paperwork for trustees and briefings as appropriate across the interests of the guild.

The Coordinator has day to day administrative control, and is mentored by an associate. Strategic decisions are made with reference to associate directors.

## Appendix 1

### Testing for membership qualities

The qualities that a membership interview would need to test for are:

- an appreciation of the conditions of transformational change
- an understanding of the action/reflection process
- a willingness to adhere to the working criteria of A.S.P.

So an exercise similar to the one which follows may be used by the first group to establish membership. I've assumed that six people agreed to explore this issue and define the questions for future interviews, although more are likely to be involved in practice.

Three people act as interviewers, and three as interviewees. The interviewers begin with literal questions about the basic qualities, taking a different question each. Eg: 'What do you think are the conditions of transformational change?', 'What do you understand by the term 'action and reflection process'? and 'What do you understand the principles of A.S.P. to be?'

Once conversation is exhausted on that question, each interviewer moves around one, and asks the same question again of the next interviewee, until a whole cycle is complete.

The six then discuss both the questions and answers, and adapt a second question for each of the three issues based on the feedback from the first cycle.

The six then reverse roles, and repeat the process with the new questions.

This type of process should produce a relevant set of questions, and some guidelines kind of expressions that suggest that applicants are in the same wave-band.

Walking the talk, this would be a learning process, so the interviews should develop and improve with time and applicants.

## Appendix 2

*The agreement below will be modified as necessary if practical application suggested values are modelled on those that govern the 'e-bay' community. This*

### **Associate's agreement**

I \_\_\_\_\_ accept membership of A.S.P.. I understand that my practice will be subject to review by my peers, and will honour the constitution of A.S.P. as long as I am a member.

I agree to abide by the judgement of my fellow members and will submit to the mediation procedures and decisions of the elected Associate Directors and Council in the event of any dispute.

I will uphold the values of the community that is New Academy of Business, which I understand as follows:

I will hold the best interests of fellow members at heart  
I will be honest and open with my fellow members  
I will recognise and respect the differences between members  
I will treat others as I wish to be treated  
I will trust in the judgement and support of my peers

I agree to review my peers work on request, and will willingly give the time required in return for the same pledge of support from my fellow members.

I agree to offer up to four days of my time per year to specific tasks allocated by lot.

I will collaborate with others to maximise the spread of good practice. I will not claim ownership of new thinking resulting from New Academy work in a way that prevents the free advancement of sustainable change .

## Appendix 3

### **Quality Assurance**

The quality assurance of the guild will operate through peer review. There is no rating, because the skills, experience and

E-bay offers a fine example of a very simple but effective way for a community to self-regulate its members. Billed as a 'community that encourages open and honest communication among all it's members', its buyers and sellers rate each others performance after every transaction.

The e-bay system awards a +point for every positive feedback message, 0 points for neutral feedback and a –point for negative feedback. Both buyers and sellers are ranked by coloured stars as follows:

There are six star bands from yellow (10 – 49 points) to Green (5,000 – 9,999 points) and then four 'shooting star' bands from Yellow (10,000 – 24,999 points) to Red (>100,000 points). There are also distinctions like 'power seller' labels which indicate exemplary professionalism (eg. 98% positive feedback).

E-bay appear to have deliberately avoided any sense of Gold, Silver and Bronze style ranking, since this would imply that more frequent users were 'better' than infrequent users, and this is not necessarily true.

A similarly simple system could work well for members of A.S.P..

Our own rating system would be based on the number of peer reviews and their overall score. Reviews will be weighted for quality against the four criteria for New Academy work. These are: 'Action and Reflection', 'Agency', 'Awareness' and 'Association'. Client feedback should also be taken into account. Ideally this would be collected by one of the independent peer reviewers. Confidentiality should not be an issue, since the information required relates only to the quality of the experience, not to commercial data. Guidelines for interpretation will acknowledge the subjectivity of much of this assessment.

Weightings would be equally distributed across the criteria, and review scores will be cumulative, as in the e-bay example above. Score bands will have to be agreed.

We recommend a symbol that has none of the hierarchical implications of stars, and propose an organic option that represents our growth in learning. The use of trees is rich with meaning, but does not belittle the value of members who work infrequently with A.S.P.. Conventional business people may find this system

unpalatable, but then again, A.S.P. challenges the comfort zone by design.

Membership ratings will look like this:

The first cohort of members will have to nominate their own level of practice, as suggested on the form in appendix 5. The first two peer reviews will then be able to revise the level either up or down as appropriate.

Members abusing the system will be summarily dismissed from the guild.



## Appendix 4

### Draft Budget for A.S.P. 2005-2010

#### Scenario 1 - High Flyer

<b>Income</b>	Yr1	Yr2	Yr 3	Yr4	Yr 5	Notes
Associates Fees	12,000	36,000	55,200	96,000	144,000	Fees @ £240 from Yr 1 (fees collectively agreed)
Overseas Affiliates	0	500	1,000	1,500	1,500	Fees @ £50
Grant/donated funding	100,000	50,000				
Endowment donations	25,000	30,000	15,000	30,000	20000	Mixture of grants, private & corporate donations
Teaching	5,00	1,500	1,500	1,500	1,500	Coordination fees
Commercial work	5,000	15,000	23,000	40,000	60,000	Finders & coordination fees
Symbiotic Services	1,000	8,000	12,000	12,000	15,000	Payments from SVN & others
<b>Total income</b>	<b>143,000</b>	<b>141,000</b>	<b>107,700</b>	<b>181,000</b>	<b>242,000</b>	
<b>Expenditure</b>						
Salaries	15,000	25,000	40,000	42,000	42,000	1.5 Office Managers by year 3
Associate Directors	5000	20,000	25,000	30,000	30,000	Strategic Management & organisational development
Office Costs	0	10,500	10,500	15,000	16,000	
Marketing	5,000	8,000	15,000	22,000	30,000	Includes events
Service costs	5,000	5,000	5,500	5,500	6,000	Professional fees
Learning endowment	6,000	18,000	32,000	40,000	52,000	Support for learning & development
<b>Total Costs</b>	<b>36,000</b>	<b>86,500</b>	<b>128,000</b>	<b>154,500</b>	<b>176,000</b>	
<b>Profit &amp; Loss</b>	88,000	42,500	-3,300	36,500	98,000	Surplus to learning endowment once reserve is met
<b>Reserve</b>	0	88,000	100,000	100,000	100,000	100,000 = approx 1 year running costs
<b>Learning Endowment</b>	19,000	31,000	44,500	31,200	35,700	

#### Scenario 2 - Steady climb

<b>Income</b>	Yr1	Yr2	Yr 3	Yr4	Yr 5	Notes
Associates Fees	12,000	24,000	48,000	66,000	84,000	Fees @ £240 from Yr 1 (fees collectively agreed)
Overseas Affiliates	0	500	1,000	1,500	1,500	Fees @ £50
Grant/donated funding	75,000	60,000				
Endowment donations	25,000	25,000	10,000	15,000	20000	Mixture of grants, private & corporate donations
Teaching	5,00	1,500	1,500	1,500	1,500	Coordination fees
Commercial work	5,000	10,000	20,000	27,000	35,000	Finders & coordination fees
Symbiotic Services	1,000	5,000	9,000	10,000	12,000	Payments from SVN & others
<b>Total income</b>	<b>118,000</b>	<b>126,000</b>	<b>89,500</b>	<b>121,000</b>	<b>154,000</b>	
<b>Expenditure</b>						

Salaries	15,000	25,000	38,000	42,000	42,000	1.5 Office Managers by year 3
Associate Directors	5000	12,500	14,000	18,000	20,000	Strategic Management & organisational development
Office Costs	0	10,500	10,500	15,000	16,000	
Marketing	5,000	8,000	11,000	15,000	18,000	Includes events
Service costs	5,000	5,000	5,500	5,500	6,000	Professional fees
Learning endowment	6,000	12,000	22,000	22,000	27,000	Support for learning & development
<b>Total Costs</b>	<b>36,000</b>	<b>73,000</b>	<b>101,000</b>	<b>117,500</b>	<b>129,000</b>	
<b>Profit &amp; Loss</b>	63,000	40,000	500	10,500	32,000	Surplus to learning endowment once reserve is met
<b>Reserve</b>	0	63,000	100,000	100,000	100,000	100,000 = approx 1 year running costs
<b>Learning Endowment</b>	19,000	32,000	23,000	16,500	20,000	

### Scenario 3 - Bumping along the bottom

<b>Income</b>	Yr1	Yr2	Yr 3	Yr4	Yr 5	Notes
Associates Fees	12,000	18,000	26,400	42,000	55,200	Fees @ £240 from Yr 1 (fees collectively agreed)
Overseas Affiliates	0	500	1,000	1,500	1,500	Fees @ £50
Grant/donated funding	40,000	10,000				
Endowment donations	25,000	20,000	10,000	15,000	20000	Mixture of grants, private & corporate donations
Teaching	5,00	1,500	1,500	1,500	1,500	Coordination fees
Commercial work	5,000	7,500	11,000	17,500	23,000	Finders & coordination fees
Symbiotic Services	1,000	5,000	6,500	9,500	10,000	Payments from SVN & others
<b>Total income</b>	<b>83,000</b>	<b>62,500</b>	<b>56,400</b>	<b>87,000</b>	<b>111,200</b>	
<b>Expenditure</b>						
Salaries	15,000	22,000	26,000	38,000	42,000	1.5 Office Managers by year 4
Associate Directors	5000	4,000	5,000	6,500	9,000	Strategic Management & organisational development
Office Costs	0	8,000	10,500	13,000	14,000	
Marketing	5,000	6,000	15,000	5,500	12,000	Includes events
Service costs	5,000	5,000	5,500	5,500	6,000	Professional fees
Learning endowment	6,000	9,500	14,000	20,000	26,000	Support for learning & development
<b>Total Costs</b>	<b>36,000</b>	<b>54,500</b>	<b>76,000</b>	<b>88,500</b>	<b>109,000</b>	Note - increases reflect spending on learning support
<b>Profit &amp; Loss</b>	28,000	-2,500	-15,600	3,500	8,200	Surplus to learning endowment once reserve is met
<b>Reserve</b>	0	28,000	25,500	9,900	13,400	100,000 = approx 1 year running costs
<b>Learning Endowment</b>	19,000	29,500	25,500	20,500	14,500	

## Appendix 5

### Sample Membership Application Form

<b>NAME (Surname first)</b>	<b>ADDRESS</b>	<b>WEB DETAILS</b>
Zeidler, Mike	62, Arley Hill, Cotham, Bristol BS6 5PP	mike.zeidler@modoto.co.uk www.under.construction.co.uk
<b>SPECIALISM</b>	<b>INTEREST</b>	<b>CURRENT QUESTIONS</b>
Organisational Development for Responsible Business and Citizenship	<ul style="list-style-type: none"> <li>● Creating a collaborative network that increases our ability to create change</li> <li>● Providing lateral/creative ways of engaging with sustainability challenges</li> </ul>	<ul style="list-style-type: none"> <li>● Will people find the time to invest in each other?</li> </ul>
<b>QUALIFICATIONS</b>	<b>PROPOSER</b>	<b>SECONDER</b>
BA Geography Msc Responsible Business Practice	Susan Maude	David Murphy
<b>KEY STRENGTHS</b>	<b>KEY RELATIONSHIPS</b>	<b>TELEPHONE</b>
<ul style="list-style-type: none"> <li>● Networking/connectivity across sectors &amp; disciplines</li> <li>● Big picture context</li> <li>● Positive approach</li> <li>● Creativity</li> </ul>	<ul style="list-style-type: none"> <li>● I work with Work Structuring Ltd on some contracts</li> <li>● I am involved with the World Democracy Netowrk</li> <li>● I have strong links with the Schumacher Society</li> </ul>	07836 706978
<b>Additional information for members</b>	<b>Practice level assessment</b>	
I work with my wife Liz from home and have three children.	<b>Ash</b> – with leadership experience in association and awareness	

## **Equal Opportunities Policy**

A.S.P. notes that the Equal Opportunities Commission (E.O.C.) aims to eliminate discrimination, whilst positively promoting diversity and equality of opportunity. The commission specifies that gender, race, disability, sexual orientation, age and religion should never be factors of discrimination.

A.S.P. operates according to systems principles, and views equal opportunities as follows:

Equal Opportunities refers to the basis on which people make decisions related to selecting others to participate in any activity.

People make decisions based on both personal attitudes to individual characteristics and on the specific circumstances of the activity concerned.

A.S.P. has a duty of care not to knowingly place people in potentially inflammatory circumstances without the full consent of both parties.

A.S.P. has a duty of care to encourage people's learning and personal growth.

Since perceptions are heavily influenced by appearance, photographs of members should not be attached to the paperwork for any decision making process.

A.S.P. recognises that a balance between the positive and negative influences on any decision must be realised, ideally in consultation with both parties concerned.

A.S.P. therefore requires that a note of the process of reflection must be recorded amongst the decision makers for any appointment made on behalf of the association. The factors governing the eventual decision must be recorded to demonstrate the logic with reference to the common elements of discrimination.