

Agenda Item 6-2



International Accounting
Education
Standards Board

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Committee: International Accounting Education Standards Board (IAESB)
Meeting Location: IFAC Headquarters, New York, USA
Meeting Date: July 11 – 12, 2018
SUBJECT: Updated Draft Engagement & Communications Plan (7/18)

NOTE: Comments functionality has been used to explain the changes made since April 2018. If comments boxes are not being shown, go to the 'REVIEW' menu option and in the Tracking box select 'All Markup' from the drop down options.

[DRAFT] Engagement and Communications Plan

The Engagement and Communications Plan (the "Plan"), which was created in line with IAESB's Strategy and Work Plans, outlines the IAESB's engagement and communications activities and is intended to complement the overall Strategy.

The IAESB's Strategy highlights key engagement and communications priorities and activities; this document provides more detail on the context and nature of these activities.

The ECP is an internal document for use by the IAESB and subject to regular update and review by the Stakeholder Engagement & Communications Working Group, in consultation with Task Force/Working Group Chairs and the Communications Team prior to final approval by the IAESB's Steering Committee.

IAESB Strategy

The IAESB is committed to the goal of developing and maintaining International Education Standards that:

- Attain acceptance worldwide and foster global excellence
- Enhance the competence of individuals operating in the global accountancy profession, and in turn
- Contribute to strengthened public trust and confidence.

The IAESB's strategy also calls for enhanced connections with stakeholders through identification, development, and execution of engagement and communication activities that raise awareness, improve dialogue, and support the public interest.

Engagement and Communications Objectives

This ECP's objectives were developed to support and ensure consistency with the IAESB 2017-2021 Strategy and 2017-2018 Work Plan. The objectives shown below will be the focal point for IAESB engagement and communications activities, and be the measure against which proposed tools and tactics and ideas are considered. The objectives are:

- Improve our communication with stakeholders (one-way knowledge sharing, thought leadership, etc)

Commented [A1]: Added post-Communications Team/SECWG meetings to aid clarity about nature of the Plan update approach and to conform to the final section.

- Increase opportunities for obtaining information from stakeholders (input into activities)
- Increase our engagement with stakeholders (two-way dialogue or activities).

The ECP is reviewed periodically to ensure that engagement and communications activities are identified to match the needs of the IAESB's prioritized Work Plan and other activities. It should be noted that:

- All activities of the IAESB may require some form of engagement and communication, however, the level of investment in engagement and communications activities is weighted towards those IAESB projects and initiatives that are of greatest priority according to the IAESB's current Strategy and Work Plan and based on criteria of 'impact' and 'urgency'.
- In some cases, the level of priority helps to inform the type of engagement and communication activity that is developed (for example, one-way communication vs. two-way engagement).
- Each prioritized project or initiative is also likely to vary in terms of target audience as the nature of the IAESB activity, message or timing may be different.

The criteria used to determine the relative engagement and communications investment in any particular IAESB activity, includes:

- Impact on IAESB stakeholders groups and the work/products of the IAESB
- Timing and extent of any changes (i.e. urgency, immediate priority)
- IAESB Chair and Steering Committee vision/priorities, views of Task Force & Working Group Chairs/Secretaries.

Engagement and Communications Audiences

The IAESB has two types of audiences:

- A general audience which includes individuals or organizations who have signed-up to IAESB communications in the past; and
- Target audiences which may change or alter based on the IAESB's Work Plan projects and other priorities.

Broadly speaking, the ECP's primary targets are those who:

- Deliver, design & regulate accounting education;
- Distribute content to end users; and
- Influence accounting education decisions (such as adoption, implementation, etc.).

Target audiences can be differentiated based on the nature of the engagement activities and can be identified from the following stakeholder groups:

Commented [A2]: Revised to make this section clearer based on IAESB Board Member/CAG feedback during April 2018 meetings

Commented [A3]: New paragraph added post-Communications Team/SECWG meeting in May 2018 to highlight need for prioritization process which links to our prioritization model.

Commented [A4]: This is the SECWG's initial thoughts about prioritization criteria See **Agenda Item 6-3** see for a more detailed explanation of the prioritization criteria model to be applied.

Commented [A5]: Audiences section was rewritten following some initial confusion about stakeholders vs. audience and a concern that some audiences are more relevant for specific SE&C activities than others.

This was based on feedback from IAESB CAG, IAESB Board (April 2018) and discussions with Communications Team/SECWG in May (2018).

Commented [A6]: Revised section to avoid 'primary' and 'secondary' confusion about stakeholders.

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| Professional accountancy organizations' learning & development contacts | Special interest or topical audiences or geographies | Training providers including academics, academic organizations & accreditation bodies |
| Regional or global accountancy organizations | Governments or regulatory bodies | Accounting firms and businesses which employ accountants |

An additional category could also include Aspiring Professional Accountants and Professional Accountants.

Engagement and Communications Key Messages

The current Key Messages of the IAESB are as follows:

- Changes in technology and communications are leading to changes in skills needs for professional accountants and aspiring professional accountants.
- CPD is critically important as it supports professional accountants' skills development and maintenance, and therefore protection of the public interest.

Commented [A7]: New section – added in to provide potential example of what Key Messages could look like (this is linked to the concept of prioritization and also identification of Key Topics).
 Ordinarily we would have between 3-4 Key Messages at any point in time in Plan.
 Key Messages and Key Topics would be reviewed by the Board x 2 times per year. See later **Roles & Responsibilities** content for an explanation of this process.

| Key Message | Objective Method | Target Audience |
|--|----------------------|--|
| CPD is critically important as it supports professional accountants' skills development and maintenance, and therefore protection of the public interest | One-way (outgoing) | Users of the IESs (targeted message to academia and L&D professionals in PAOs, as well as broader announcement to general audience) to be updated on initial changes to IES 7. |
| | Two-way (engagement) | Learning & Development contacts in PAOs could be consulted or pilot potential communication toolkits for messaging in local jurisdictions. |
| Changes in technology and communications are leading to changes in skills needs for professional accountants and | One-way | General audience awareness about planned changes to IES content. Academia – targeted message about the changes in the IESs and likely impact on curricula. |
| | One-way | Raising awareness with Learning & Development contacts in PAOs and regulators (one-way) about potential changes. |

Commented [A8]: New section - this table has been added as an illustration to show how Key Messages could then be linked to Objective methods / approach, and ultimately Target Audience. This was included based on IAESB feedback at the April 2018 meeting. A 4th column could be added to identified the selected KPI measures too.
Note: This content has been included as an illustration to show the mixture of messaging/engagement approaches for different audiences and does not yet include contributions from the respective IES 7 or ICT Skills Task Forces. Additional Key Messages may emerge during consultation with the Steering Committee and various Task Force/Working Group Chairs and Secretaries.

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| aspiring professional accountants. | Two-way (engagement) | <p>Providing a vehicle to spotlight key changes that certain PAOs have / are making to their syllabus/curriculum to deal with changes.</p> <p>Sharing ideas from /with academic community (through webinars, pre-recorded videos) about how to bring ICT Skills content into the curriculum.</p> |
|------------------------------------|----------------------|--|

Engagement and Communications Key Topic Areas

Key Topic Areas are identified from the IAESB’s Strategy and Work Plan, prioritized IAESB projects and initiatives and vision of the IAESB Chair and Steering Committee.

Once identified, the planned activities are then included on the Engagement & Communications Grid which is a working document managed by the SE&C Working Group with input from Task Force and Working Group Secretaries.

Engagement and Communications Tools & Tactics

Tools and tactics are selected from a range of activities and products which the IAESB can develop from the IAESB’s collective resources, the IAESB’s CAG, ongoing support from IFAC Staff and the IFAC Communications Team as well as IAESB Ambassadors and other contacts.

A mix and match approach can be used to tailor planned engagement and communications activities based on relative priority of the individual IAESB project or initiative, timing and nature of the target audience.

Typical types of engagement and communications tools and tactics include, but are not limited to:

| Improve our communication (one-way, outgoing) | Obtain information (one-way, incoming) | Engagement (two-way) |
|---|--|--|
| Personal Perspectives, Accounting Education Insights | Input points through emails, survey links and IAESB website links | Potential use of social media (e.g. Yammer) used interactively |
| Development of resources or toolkits to support local communications | Online surveys | Webinars or roundtable discussions |
| Easy access to IESs and Implementation Support materials, slide decks, FAQs and webinar content | Q&A opportunities (identifying areas of concern for audience to feedback to the Board) | One-to-one interviews with academics, learning & development experts in PAOs, etc. |

Commented [A9]: An example of a Key Topic (not currently linked specifically to any one particular Task Force/Working Group project) could be the promotion of a Learning Outcomes approach which is not completely attached to the work of a single Task Force but is part of an ongoing theme of the Board.

Commented [A10]: New paragraphs added to aid clarity and to emphasize that a combination of one or more tools/tactics can be used for each key topic.

Commented [A11]: Table included to build on objectives categorization at start of the paper.
Content was largely in place for April meeting and has been reformatted and added to; content also links to Objectives options.

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| Sharing content/ideas through Knowledge Gateway, PAO journals, IFAC Digest, academic trade publications, social media account | Sounding board techniques (listening to comments, concerns, ideas and bringing them back to the Board) | Liaison with other standard setting boards |
| Presentations, conferences or speaking engagements | Accounting Education Fora | Piloting of materials or toolkits |
| eNews, video or email announcements | | |
| Access to a dynamic IAESB website or specialized pages | | |
| Media outreach / interviews | | |

It should be noted that some one-way (outgoing) communications activities do have the potential, depending on the media/format used, to enable two-way feedback or to signpost to additional touchpoints for the IAESB's activities.

Timeline

To come

Evaluation & Benchmarks/KPIs

A key challenge to the Board's engagement and communications strategy has been our ability to ensure that our information or requests for input are received by the proper individual within stakeholder organizations. As a result, it is critical that the Board is able to measure the success of our engagement and communications activities. **Key Performance Indicators (KPIs) will assist the Board with measurement and result from the prioritization of SE&C activities.** These measures will also be linked to the Objectives of the ECP. For illustration purposes, a potential set of benchmarks is shown below and the benchmarks are based on a SMART¹ KPIs framework and criteria.

| Objective | Potential Benchmark/KPI for Measurement |
|---|---|
| Improve our communication with stakeholders (one-way knowledge sharing, thought leadership, etc.) | <ul style="list-style-type: none"> Number of hits on a web-page Number of clicks on an article (embedded rather than pdf content) |
| Increase opportunities for obtaining information from stakeholders (input into activities) | <ul style="list-style-type: none"> Number of volunteers agreeing to take part Number of formal responses (to consultations, exposure drafts, invitations to comment, etc) |

Commented [A12]: The timeline would map out the key message and key topic SE&C activities planned for the next 6 months based on the prioritization heat map approach outlined in **Agenda Item 6-3**.

The SECWG sees this as being a 'live' part of the ECP which will be revisited by the Steering Committee, Task Force Chairs/Secretaries and coordinated by the SECWG. Input from the Communications Team would also be sought as part of these discussions.

Commented [A13]: New: This table and example KPIs has been created as an example following the April 2018 meeting discussion **to show how KPIs can be closely aligned and flow from Objectives.**

Relevant KPIs will be determined when the Plan is finalized in November and after discussion with the Steering Committee.

¹ SMART – the IAESB has focused on identification of KPIs that are Specific, Measurable, Achievable, Relevant and obtained on a Timely basis.

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| | <ul style="list-style-type: none"> • Number of informal responses (open invitations to comment, online surveys, open webinars, etc) • Volume and geographical spread of stakeholders responses • Attendance at roundtables, webinar or other format discussions |
| Increase our engagement with stakeholders (two-way dialogue or activities) | <ul style="list-style-type: none"> • Number of engagement events • Number of volunteers to take part in engagement events • Geographical spread of stakeholders involved in engagement • Number of questions received through engagement events |

ECP Sustainability

Roles and Responsibilities

The following roles and responsibilities have been identified as being critical to successful operation and sustainability of the ECP:

Commented [A14]: NEW: This section has been designed to highlight the specific individuals who will be required to provide input, perform tasks or provide approvals in order to make the ECP sustainable and operational.

| Role | Responsibilities | Timeframe |
|--------------------------------|--|---|
| Steering Committee (SC) | The SC has overall responsibility for the Engagement and Communications Plan (ECP) on behalf of the IAESB and for consideration of recommended SE&C priorities. | <ul style="list-style-type: none"> • Biannual approval of prioritization heat map • Annual approval of the ECP |
| Task Force Chairs | <ul style="list-style-type: none"> • Each Chair is responsible for identifying (through consultation within the Task Force, with IAESB Staff, with SECWG, etc) the potential Key Messages or Key Topics required for inclusion in the ECP. • Individual Chairs have a responsibility for providing input to the SECWG on the nature / timing of planned SE&C activities as well as identified audience on a biannual basis. • Task Force Chairs can also liaise with the SE&C WG and IAESB Staff to work through potential SE&C suggestions to meet project/initiative needs. | <ul style="list-style-type: none"> • Biannual provision to SE&C of potential Task Force requirements for SE&C activities • Ad hoc liaison with SE&C WG and/or IAESB Staff for consultations |
| SE&C WG | This Working Group has a responsibility to: <ul style="list-style-type: none"> • Liaise with Task Force Chairs to obtain information about SE&C plans and priorities, | <ul style="list-style-type: none"> • Biannual liaison with Task Force Chairs |

| Role | Responsibilities | Timeframe |
|-----------------------------------|---|---|
| | <p>timing as well as identifying likely investment in new resources/platforms.</p> <ul style="list-style-type: none"> • Update heat maps for Task Force Chair requests and provide a recommendation of priorities for consideration by the Steering Committee. • Consult and work with the Communications Team/IAESB Staff to put in place resources needed to support the ECP. • Provide biannual updates to the ECP (to reflect changes in Key Messages, Key Topics, Timeline) and share this with: <ul style="list-style-type: none"> ○ Steering Committee (for approval) and ○ Task Force Chairs (for information/awareness) ○ The Board on an annual basis. | <ul style="list-style-type: none"> • Biannual updates to heat maps • Ad hoc consultation with Communications Team and IAESB Staff • Annual update to the Board on the ECP. |
| <p>IAESB Staff</p> | <ul style="list-style-type: none"> • Acts as a consultant to the SE&C WG. • Provides information about other standard-setting board SE&C initiatives or activities that have an impact on the ECP. • Organizes / liaises directly with Communications Team when: <ul style="list-style-type: none"> ○ Additional resource needs for SE&C activities are identified in the ECP. ○ Communications Team input / review is required on updates to the ECP. ○ Calls, input or engagement is needed between Communications Team/SE&C WG. | <ul style="list-style-type: none"> • Ongoing – dependent on nature of the task and parties involved. |
| <p>Communications Team</p> | <ul style="list-style-type: none"> • Acts as a consultant to the SE&C WG and IAESB Staff and provide insight into new and recurring opportunities for SE&C activities. • Supports and provides advice to IAESB Staff/SE&C WG when new resource needs are identified by the ECP. • Performs periodic reviews of the ECP prior to the SE&C WG submitting the ECP to the Steering Committee for approval. | <ul style="list-style-type: none"> • Ongoing for consultation or liaison purposes with IAESB Staff and SE&C WG • Biannual consultation as part of ECP update • Ad hoc support required for prioritized projects/ initiatives |

| Role | Responsibilities | Timeframe |
|------|--|-----------|
| | <ul style="list-style-type: none">At the request of the IAESB provides dedicated SE&C resources to the prioritized SE&C initiatives. | |

DRAFT

A potential model of how the ECP could be created, updated and delivered is shown in the diagram below in the Appendix:

Commented [A15]: New: Appendix Diagram created to show potential roles & responsibilities during the process of creating, updating and maintaining the ECP.

