



The President's Workshop!

Everything you ever wanted to know:
www.committee.com.au

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**The
President's
Role**

**AGM's
Committees
Difficult People
Meetings
Volunteers**

Menu

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The President's Role

- Do you tell the committee or manage the committee?
 - In the past President's may have been able to make decisions and then tell everyone what they've done
 - Modern committees want to be involved and make a difference



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The Monkeys & Bananas Experiment.....

Or

**The Chinese
Whisper Committee
Training Method**



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The Perfect Committee Member

- Well prepared
- Attend all meetings
- Sets goals for their portfolio or job
- Recruits new committee members and volunteers throughout the year
- Realises their responsibilities and takes them seriously
- Asks questions (best outside of meeting)
- Attends office or club house if there is one
- Attends all functions or activities
- Puts systems in place for the future
- Thinks strategically
- Handles people and conflict with confidence
- Is polite and professional to their colleagues



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What is Governance

- Its about
 - watching what's happening in the club
- Its about
 - thinking ahead to the future
- Its about
 - remembering its not your club or your money
- Its about
 - the vibe of the thing, your ethics & those of your club



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Am I A Company Director?

- Any person elected or appointed to a position on the committee is considered a company director.
- Your constitution should clearly define who is a “committee” member.
- This includes entire committee, not just “the Executive”.



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Who Are Your Committee

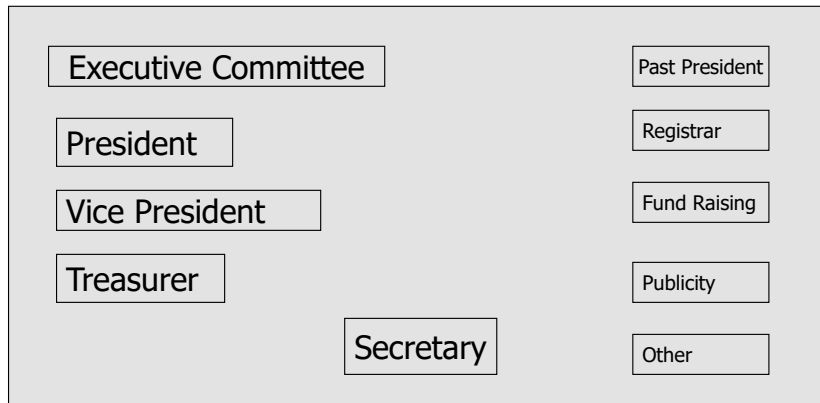
MEMBERSHIP OF MANAGEMENT COMMITTEE

13. (1) The management committee of the association consists of a president, vice-president, treasurer, **and** any other members the association members elect or appoint at a general meeting.
- (2) A member of the management committee, other than the secretary, must be a member of the association.
- (3) At each annual general meeting of the association, the members of the management committee must retire from office, but are eligible, on nomination, for re-election.



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Management Committee Members – Model Rules



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Blue Cards

- Every committee member must have one (Sec109)
- Parents are exempt unless they are committee members
- Police & Teachers only exempt during employment, not volunteering
- Volunteers must have the card before they start volunteering
- Must have written policy for child protection (not just blue cards)
- Breach is \$38,000.00
- www.ccypcg.qld.gov.au



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What is Governance

- Advocations
 - Duty to act in the interest of the members, so should operate independently and free from influence
 - Act in good faith
 - Exercise due care & diligence
 - Ensure solvency
 - Meet legislative requirements
 - Have a Code of Conduct
 - Have Conflict of Interest Policy
 - Maintain a Register of Related Party Transactions
 - Ensure its officers have appropriate insurance cover
 - Ensure all new directors undergo induction & avoid cardboard boxes!
 - Ensure access to information is properly managed.



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Methods of Incorporation

- Incorporation
 - Incorporated Association
 - **Unincorporated Association*****
 - Company Limited by Guarantee or With Shares (ASIC)
 - **Charitable Trust*****
 - Co-operative
 - Special Act of Parliament or Letters of Patent
 - Union of Employers or Employees
 - Church or Religious Group
 - Indigenous Group



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Associations Incorporations Act 1981 (After 15 June, 2007)

Financial limits based on turnover or assets:

- Level 1 – Over \$100G
 - No changes to audit
- Level 2 – Between \$20G & \$100G
 - Accountant to confirm accounts (not audit)
- Level 3 – Up to \$20G
 - Treasurer's Statement Only



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Associations Incorporations Act 1981 (After 15 June, 2007)

- Level 1 – No changes to insurance
- Level 2 – Can Choose no insurance
- Level 3 – Can Choose no insurance
 - Must review annually, check with your sport, advise members, those nominating for committee, people applying for membership and anyone club MAY have dealings with.
 - Check your rules & sporting body



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Changes – Clarifications On Reporting

- Members can request annual financial statement. (28 Days) \$300 Fine.
- New model rules, update constitutions
- Act takes precedent over your rules.
- Membership list restrictions (no advertising).
- Minutes must be supplied on request (28 Days)
- Registration can be cancelled for failure to lodge annual report.
- Incorporation can be refused.
- English only for names & rules
- Using new technology for meetings.
- Quorum minimum changed.
- Casual vacancies, secretaries status & functions all clarified.
- OFT can request documents – failure to provide \$1,500 penalty.



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- Judgment \$50,000

Incorporated

- 50 MEMBERS
- Club only is liable
- Assets sold
- Outstanding debt unrecoverable
- Members Protected

Unincorporated

- 50 MEMBERS
- All members jointly liable
- Personal assets threatened
- Only one may need to pay
- No Protection

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Duties, Acts & The Law

- Incorporated Associations Act - Incorporated Association
 - Committees
 - Require a minimum of three positions
 - President cannot be Treasurer

Committee Members Must Be

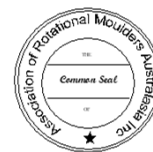
- Members
- Living
- 18 years or older
- Reside in Queensland if Secretary (65kms of border)
- Not be insolvent or a bankrupt
- Not be convicted of an indictable offence (In last ten years)
- Not be a mental patient within the legal meaning (Mental Health Act)



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What Committees Must Do – The Act

- General Requirements
 - Maintain minimum seven (7) members
 - Have a registered office which could be the Secretary's home (Sec 17)
 - Obtain a common seal including "Inc" (Sec31)
 - Ensure all documents show Association's name, including internal documents (Sec 32)
 - Have a bank account and Keep all property in the club's name (Sec 24)
 - Obtain public liability insurance (Sec 70)
 - Keep a set of books & have them audited (Reg 9 & Sec 59)
 - Control the Business and operations (Sec 60)
 - Lodge an Annual Return (Form 12)
 - Notify changes to OFT (From 10a)



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What Committees Must Do – The Act

- For Members
 - Ensure a copy of the constitution is available to all members (Sec 53)
 - Ensure audited financials are submitted to members at the AGM (Sec 59) according to Level Requirements
 - Always ensure an appropriate Secretary is appointed (Sec 66)
 - Ensure an AGM is held every year (Sec 56)
 - Make sure the club complies with the rules (Sec 57)
 - Keep minutes (Reg 9)



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What Committees Must Do – The Act

- For Each Other
 - Be aware of the duties of the Secretary and make sure they are carried out
 - Share in the responsibility for financial monitoring
 - Perform duties with care & skill
 - Act in good faith
 - Advise any conflict of interest
 - Ensure correspondence addressed to the club is handled by the entire committee
 - Make sure all paperwork contains facts and is accurate.
 - Be aware of the impression of having relatives on committee
 - Address any issues of staff / votes & committee representation



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Other Legislation

- Trade Practices Act
 - Find a way to take sponsorships that works for both of you.
 - Never endorse anything a sponsor sells or makes.
 - Make sure you have a written agreement highlighting exactly what you are agreeing to.
 - Ensure you meet your obligations
 - Consider offering sponsorship of you whole club or major team and working on only one large proposal.
- Delegate Voting
 - Delegates have right to a conscience vote
 - Clubs can't insist but can request an agreed response



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Legal Issues For Committees

- Knowledge Impacts on Recruitment
 - Ensure processes are in place to protect volunteers & staff
 - Publish the information with the nomination form
 - Try to budget for Association Liability Insurance
 - Take conformance issues seriously
 - Show a professional Club is behind their volunteers



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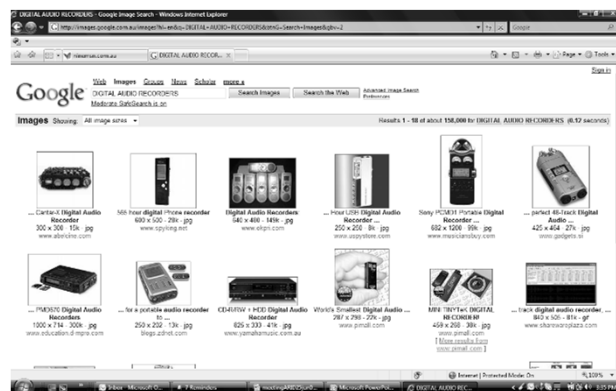
Permanent Storage Of Information:

Have key documents scanned to electronic copies



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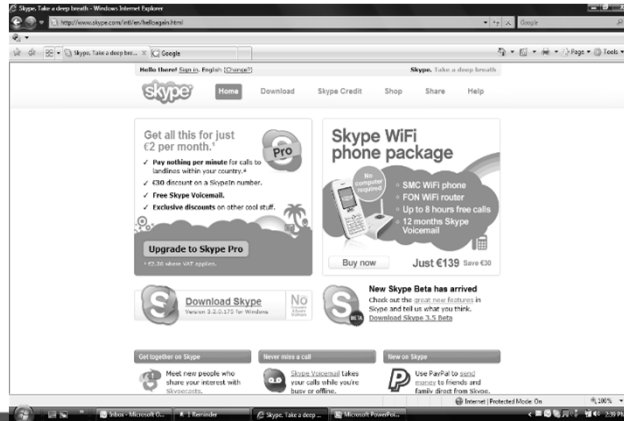
Use Digital Voice Recorders (\$90 - \$250)



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Cheap Calls & Teleconferences

www.skype.com



NOOSA COUNCIL

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Permanent Storage Of Information:

Voice Over Internet Protocol



NOOSA

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Permanent Storage Of Information:

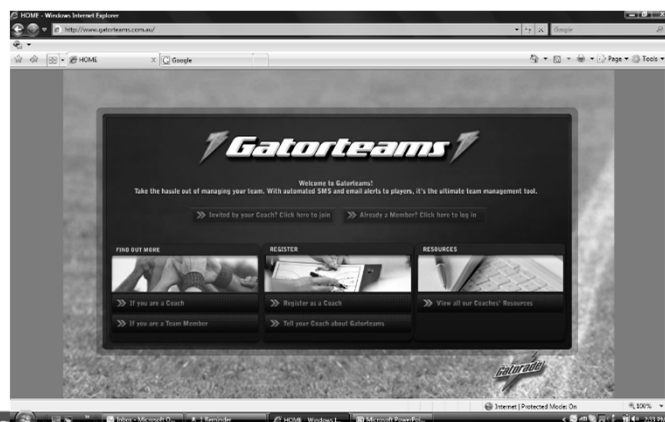
Keep records on “back end” of site or use group sites for storage www.google.groups.com.au



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www.gatorteams.com.au



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End Section

Meetings

**The
President's
Role**

**AGM's
Committees
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Volunteers**

Menu

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Committee Meeting Schedule

1. Annual General Meeting
2. Planning, Induction & Authorities
3. Budget & Personal Goals
4. Normal Meeting & Report
5. Normal Meeting & Report
6. Normal Meeting & Report
7. Review Budget & Club Plan
8. Normal Meeting & Report
9. Report & Succession Plan
10. Normal Meeting & Report
11. Normal Meeting & Report
12. Review Audit & Prepare for AGM

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Prepare For Effective Meetings

- 10 Days Before Meeting
 - Ask for brief written reports from committee
- 7 Days Before Meeting
 - Send out Agenda, Minutes & Reports
- 1 Day Before Meeting
 - Text to Remind Committee of Meeting
- During The Meeting
 - Consider using mobiles for reminders
 - Ask for completion dates
- 1 Day After Meeting
 - Send out minutes or Action List



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Types of Meetings

- **General Meetings** (Regular, Special or Annual)
 - Involve all members
 - Can be called by members
- **Management Committee Meetings**
 - Committee only
- **Subcommittee Meetings**
 - Delegation from committee
 - Focus on single issue



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When Is A Meeting Legal?

- What's A Quorum For Committee?
 - Not necessarily four people, check your constitution
 - May be percentage of those entitled to vote
 - Model rules say half elected at AGM + 1
- What's A Quorum For General Meetings?
 - Model rules say double those elected at AGM plus one (natural justice) but you can change now!
 - Refers to members entitled to vote



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All About Quorums?

- What If We Don't Have One
 - Committee Meetings
 - Those present may be able to continue and have decisions endorsed by rest of committee
 - Try not to adjourn a committee meeting if possible
 - General Meetings
 - If you need to adjourn follow your constitution



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Chairing Meetings

- The Chairs In Charge
 - Know Who Has A Right To Vote
 - Keep to Time
 - Control speakers topics and language
 - Focus discussion on the agenda
 - End discussion when necessary
 - Summarize and resolve the issue
 - Be careful of overpowering the group
 - The art of opposition



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Membership Definition

5. CLASSES OF MEMBERS

- (1) The membership of the association shall consist of ordinary members, and any of the following classes of members-
- (2) (a) associate members;
(b) life members;
(c) honorary members.
- (3) The number of ordinary members is unlimited.

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Membership Definition

Member Type	Definition	Vote	Fee
Players	Adult players registered each year to participate in the sport	Yes	\$10.00
Juniors	Players under 18 who are registered each year to participate in the sport	No	\$10.00
Caregivers	Nominated representative of each family who has registered junior players. One only per family.	Yes	\$0.00
Community	Those who are not directly involved in the sport who support the club	Yes	\$0.00
Life	Approved by the members at General Meeting according to Clause 5.3	No	<u>\$0.00</u>

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Decision Making In Meetings

- Voting
 - Assumes some won't agree
 - Clear & open
 - Proves commitment to the motion
- Consensus
 - Assumes all can agree
 - Is democratic & equal
 - Can avoid conflict in the meeting

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Conflict In Meetings

Conflict can benefit the Club

- Causes Are Usually
 - Individual / Constituent
 - Organisational / Cultural
- Outcomes
 - Usually negative if not handled quickly and effectively.



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The Secretary

- Preparation Is The Key
 - Plan the meeting
 - Advise the committee and prepare the agenda of the meeting
 - Take minutes at the meeting
 - Prepare & circulate the minutes
 - Follow up on business from the meeting
 - Sort and delegate correspondence



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Ordinary Motions In Committee

- Motions should
 - Be specific
 - Be clear & concise
 - Be on behalf of the Club, not the person
 - Be brief
 - Begin with 'that'
 - Eg MOTION: THAT the club purchase a new trailer for ground maintenance.
 - Nominated By: Leisa Donlan Seconded By: David Duchovny Carried Unanimously



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Taking Minutes

- Follow the agenda
- Try not to detail every point of discussion. If discussion is lengthy, summarize.
- Accurately record the motions.
- Attendance, apologies & guests
- If using the strategic committee model, ensure all reports have been written and included with the agenda.
- A hard copy must be kept in a book, even if you keep electronic ones



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Be Clear About Authority

- Revisit any authorities every year with new committee members
 - New committee may be uncomfortable with “established” behaviours
 - Processes should be clear & easy to understand



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General Business

If you choose to use it

Always ask at the beginning of the meeting
Advise members you won't make a decision at the meeting at which a problem is raised

If you choose not to use it

Have an alternative way for members to have their issues addressed



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Vice Presidents

- Assist The President
- Should know how to chair a meeting
- May handle Governance Issues
- Are usually responsible for Strategic Planning
- May be good candidates for volunteer management



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Other Management Committee

- Report on last month's accomplishments and this month's goals
- Participate in debate
- Suggest new things
- Take part in strategic planning
- Use good manners



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End Section

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Meetings & Paperwork

- The Constitution
- Motions
- Meeting Agendas
- Minutes of Meetings
- Flying Minutes or RBC's
- Policies
- Corporate Governance Charter
- Annual General Meetings

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The President's Role

AGM's Committees Difficult People Meetings Volunteers

Menu

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Meetings & Paperwork

- The Constitution – Required Reading
 - States the rules of the business, not the rules of the Sport & Recreation.
 - Tells you about membership rules – Ordinary, Other, Life
 - Tells you about committee meetings & voting
 - Talks about accounting procedures
 - Is usually the “final point”
 - Should be reviewed five yearly for conflicts or changes
 - Can be changed whenever required by an easy process

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Meetings & Paperwork

- Meeting Agendas
 - Should show proposed motions
 - Should include Clubs aims or mission
 - Should not be amended after distribution unless its an emergency
 - Should be available at least a week ahead of a meeting
 - Should include the minutes of the last meeting, written reports & action list



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Meetings & Paperwork

- Minutes of Meetings
 - Chairperson Opens Meeting & Remarks
 - Minutes of the Previous Meeting
 - Outstanding Business
 - Correspondence
 - Chairman's Report
 - Treasurer's Report
 - Adjourned Business
 - Specialist Reports
 - Strategic Management
 - General Business
 - Date of Next Meeting
 - Official Closing



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Meetings & Paperwork

- Flying Minutes or Resolutions By Circular
 - Can be via email, fax or letter
 - All Directors vote
 - Is recorded in the minutes of the next meeting as a decision
 - Should be individually numbered and state a concise MOTION with background information.
 - May impact on the constitution



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Meetings & Paperwork

- Policies or By Laws
 - Templates in meetings make them easy to develop
 - Can be quick or extensive
 - Give guidance above the constitution
 - Each handle a different situation
 - Should be kept on permanent record
 - Allocate reference & subject



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Committee Manual

Constitution & By Laws
Policies & Codes of Conduct
Position Descriptions & Contact Numbers
Authorities & Delegations
Minutes of Past 12 Months
Contracts, Agreements & Funding
Strategic & Recruitment Plans
Ongoing Sponsorship or Other Obligations



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End Section

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Difficult People

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**The
President's
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**AGM's
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Volunteers**

Menu

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Volunteers In The Real World

- Members of club who are not paid
- Probably working outside their own experience
- Hold considerable responsibility & liability
- Have had little or no training
- Are victims of the cardboard box
- Have strong ownership of the club



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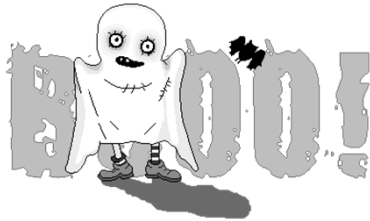
Member Protection Policy

- Anti Harassment
- Bullying
- Discrimination
- Complaints Procedure
 - Always use the same system
 - Have clear instructions for emergencies
 - Put together a “contact tree”



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Figments of Your Imagination



Problem:

Don't turn up to meetings

Indicates poor commitment

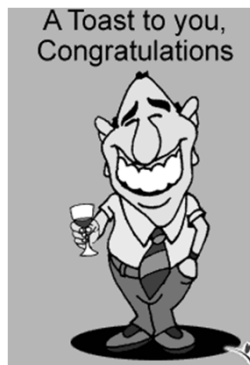
Solution:

Attendance procedure



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Toast Masters



Problem:

Sole contribution is motion of thanks

Need to be loved

Solution:

Allocate Portfolios



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Stars & Socialites



Problem:

Not often good workers

Packaging can be misleading

Solution:

Use them as figureheads or advocates



65

Snorers & Snoozers



Problem:

Don't contribute anything to meetings

Solution:

Always ask for their input during meetings

Always good for a quorum



66

Constitutional Police



Problem:

Wheel of cheese syndrome

Focus on details not the issue

Solution:

Motions on agenda

Constitutional review portfolio



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Problem:

Past their use by date (this will differ)

Tired and lack of enthusiasm

Can deter newer committee

Solution:

Ascendancy Plan

Strong Recruitment Plan

Get them identify their own replacement

Lifers



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Living Saints



Problem:

Professional sufferers

Never feel heard or recognised

Negative / Passive

Complain outside of meetings

Solution:

Allocate Portfolio Outside of
Mainstream with Lots of Profile



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Secret Agenda (Backstabbers)

Problem:

Hidden agendas

Usually destructive

Two make a conspiracy

Solution:

Broach it in an open meeting



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Chatters



Problem:

May have good point but can't stop talking

Solution:

Chair should summarize

Times on agenda



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Scary Monster



Problem:

Scare everyone away with their comments or attitude

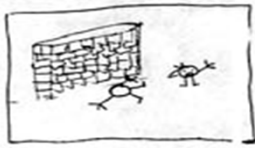
Solution:

Be firm & let them know what they are doing.



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The Brick Wall



Problem:

Discourage new members ideas

Stifle growth or potential

Effect recruitment

Solution:

Promise Never To Be One Yourself

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Irritating Problems

Outline Jobs
Create Jobs If Needed
Encourage Participation
Train
If not working, dismiss them



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The Personalities

- Your Club Wants Aces

- Active



- Communicate Well

- Enthusiastic & Ethical



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Bullies & Baddies – Major Problems

Discourage others

Not good listeners

Tend to replace committee with their friends

Solution:

Chair needs to be very strong

Work together & hope for a bully buster

Tell them they are bullying

Tough Code of Conduct



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Dealing with Difficult Members

- Be completely honest
- Always communicate in writing
- Document every contact
- Try recruiting them
- Use an intermediary
- Refuse delivery
- Take care of yourself
- Prioritize your workload
- Delegate everything if possible
- Prepare a written plan
- Lobby
- Focus on family / friends
- Find a Mentor



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Minimize The effects On Committee

- Advise them immediately of conflict
- Ask their advice
- Keep them in the loop constantly
- Be clear with instructions for communicating with the committee
- Reassure them of your support
- Try and identify a prospect for mediation
- Be aware everyone in the club knows what is happening in committee



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Strategies for when all else fails

- There are keys to resolving conflict
 - Constitution
 - Strategic Plan
 - Clubs Aims
 - Members
 - Contract / Liability
 - Directors Code of Conduct or
 - Governance Charter or Committee Manual
 - Controlling Legislation
 - Resignation



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End Section

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**Committee
Recruitment &
Retention**

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**The
President's
Role**

**AGM's
Committees
Difficult People
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Volunteers**

Menu

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Who Are Your Volunteers

- Someone who freely chooses to give their time, skills and experience
 - They expect to get:
 - Fun
 - New skills
 - Help others
 - Share their talents
 - Fight boredom
 - Make new friends
 - Build self confidence
 - Benefit their families



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Trends In Your Club

Busy lifestyles, changing family structures & changing work patterns affect club	Shorter volunteer commitments, job sharing & flexible hours are more appealing. Set start and end dates.
Sense of community has diminished as has the concept of giving back. People don't volunteer for the sake of volunteering	Find creative ways to recruit volunteers. Promote your club as a fantastic product. Consider rewarding volunteers.
Baby Boomers are approaching retirement and will be looking for ways to put back into the community.	Baby Boomers have great skills to offer as retired professionals. Make volunteer jobs interesting to them and useful to club.
Steady decrease in number of young people volunteering. Don't understand benefits or considered too young to help.	Look at strengths of young people. Identify special positions. Promote benefits of participation on their resumes.

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Remember Your Own Experience

- What was your first volunteer job
- What information were you given
- What knowledge did you have
- What was your impression of that club
- Did it improve or worsen over time
- Are things still exactly the same



85

The Fear Barrier

- Remember some adults may not have experience with the rules of the game or the skills to complete the task you are asking them to perform.
- Reassure them with the offer of training and support
- Don't forget to consider the "name" or perception your club has in the community



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Recruitment

- Face To Face
 - Spend time identifying real prospects for volunteering
 - Divide them into “long term” and “project based” and market accordingly
 - Don’t take an initial negative at face value
 - Always be positive
 - Work as a team, provide back up



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Succession & Recruitment Planning

1. Identify a Short List of People Who Currently Volunteer or Who Are Interested in Committee Service
2. Decide On 4 Candidates For Each Available Position
3. Allocate a current “Recruiter” for Each
4. Role Play / Prepare Your Arguments
5. Make the Initial Approach
6. Follow Up With Another “Recruiter” if Necessary
7. Fill Out The Nomination Form



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How Not To Recruit

- Warm body principle doesn't work
 - Don't take the first person who volunteers no matter who they are
 - Don't leave recruitment until the last minute
 - Don't lie about their involvement or your club
 - Don't forget to provide a phone number for volunteers to contact you
 - Don't be negative or hesitant when recruiting new volunteers
 - Do remember the good times you've had and new things you've learned as a volunteer



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Succession & Recruitment Planning

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Retention

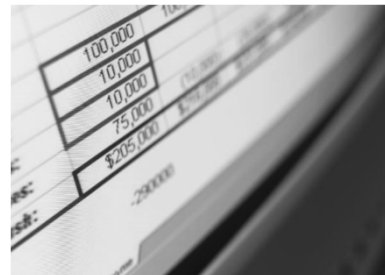
- Always perform inductions, no matter how small the role
- Give volunteers a mechanism to talk to each other (regular meetings)
- Make sure the committee knows who is volunteering & congratulates them
- Ask for their feedback and be seen to respond to their suggestions
- Be careful about any crossover of volunteers and paid staff
- Make sure each volunteer has some enjoyable aspects of their role (not all bad stuff)



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Membership Applications

- Must have for any club
- Provides a mine of information
 - Name
 - Address
 - Telephone
 - Mobile
 - Email
 - Job
 - Employer
 - Other Skills
 - Other Qualifications
 - Interests
 - Volunteering Opportunities
 - Interested In Being On Committee
 - Reference
 - Identification Check
 - Blue Card Check



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Induction

- Only needs to be 10-15 minutes
- Should cover:
 - Their position description
 - Read through of policies relating to them
 - Discussion of the clubs management flow chart
 - Any special rules or regulations
 - Written acknowledgement of:
 - Any equipment they have taken custody of
 - Their willingness to abide by the club's policies
 - Proof of identification and blue card (if required)
 - Contact details for their supervisor
 - Details of any training they currently have or are willing to undergo



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Volunteer Co-Ordinator

- Assess the needs of the club in general and for special events
- Provide job descriptions for all volunteers
- Ensuring policies are in place to protect the volunteers and the club
- Develop a budget for volunteering in the club
- Recruit, select, appoint and deploy volunteers
- Make sure each volunteer has necessary training & support
- Recognise all volunteers where appropriate
- Make sure if volunteers don't fit the club they are exited quickly and professionally via an established system



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Why You Lose Committee?

Having A Negative Experience

Unsure of Their Role

Weren't Committed In The First Place

No Recognition

- Regularly congratulate all volunteers in several different ways
- Don't wait until the end of the season for thanks
- Remember to constantly thank the long serving volunteers (probably yourselves)
- Consider a system to monitor their length of service



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End Section

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