



**RECRUITMENT & CONSULTING  
SERVICES ASSOCIATION  
AUSTRALIA & NEW ZEALAND**

Recruitment & Consulting Services Association Ltd  
(RCSA)

Councillor/Volunteer Handbook  
October 2015

## Contents

RCSA Background	3
RCSA Volunteers	3
RCSA Volunteer Rights & Responsibilities	3
RCSA Volunteer Guiding Principles	4
Conflict of Interest	5
Ethics Matters	5
Region Councils	5
RCSA Member Groups	7
Operational Management Region and Member Group Council	8
Changes to Council Members	9
Working Groups	9
RCSA National Office	11
<b>Appendix 1</b> - Region Council Position Descriptions	12
<b>Appendix 2</b> - Member Group Council Position Descriptions (AMRANZ & ANRA)	19
<b>Appendix 3</b> - Terms of Reference	22
RCSA National Office Contact List	31
Council List	32
Acknowledgement	34

## RCSA Background

The RCSA is the leading recruitment industry and individual professional membership body in Australia and New Zealand. With a history going back to the early 1970's, the RCSA is the peak industry body representing companies and professionals involved in talent management and workforce solutions, delivering services and benefits to approximately 3,000 Members throughout Australia and New Zealand.

The RCSA is a registered not-for-profit Association governed by a Board of Directors which oversees delivery against the priorities outlined in the Strategic Plan.

The RCSA exists to promote business interests, set standards of professional competency and best practice, provide professional development and training opportunities, disseminate information and business support, promote and exchange points of view, and advocate for all businesses.

## RCSA Volunteers

The success of the RCSA has been largely the result of the volunteer effort of members.

RCSA Volunteers contribute via the RCSA Board, Region Councils, Member Groups and Working Groups and have been structured to maximise the opportunity for RCSA members to make a valuable contribution to the recruitment industry, while providing a realistic workload that recognises that Volunteers have only limited time that they can devote to RCSA.

This document is intended to provide general operating guidelines for the RCSA Councils and Committees and their members to assist in clarifying roles and responsibilities of the RCSA Region Councils, Working Groups and Member Groups, individual members (including office bearers) and RCSA National Office.

This document is intended to evolve as required, according to the needs of RCSA Members and the profession. It will be subject to regular review.

## RCSA Volunteer Rights & Responsibilities

The RCSA is a member based industry/professional Association which relies upon the contribution of Volunteers for its success. All RCSA Volunteers must be advocates for both the Association and the recruitment profession.

The principal motivation for an individual volunteering for RCSA should always be able to contribute to and enhance the profession. Self-promotion and inappropriate use of volunteer positions to solicit or promote non-RCSA business is not acceptable.

RCSA expects of its Volunteers a commitment to ethical and business-like conduct. This commitment includes proper use of authority and appropriate decorum in group and individual behavior when acting as RCSA representatives.

RCSA Volunteers have both rights and responsibilities, which are embodied in the RCSA volunteer guiding principles as detailed below.

All Council/Committee (elected or co-opted) members are asked to review the guiding principles.

## RCSA Volunteer Guiding Principles

### Volunteer member rights:

- To be given a clear understanding of their tasks and responsibilities within RCSA.
- To be assured that any information shared with RCSA is kept confidential.
- To not be exploited - Volunteers should not:
  - have unfair demands made on their time
  - be asked to do something which is against their principles or beliefs.

### Volunteer responsibilities:

- Uphold and enforce the Constitution's rules, regulations and By-laws.
- To complete RCSA Code for Professional Conduct training annually.
- To accept and promote RCSA's aims and objectives and always represent RCSA in a positive manner.
- To ensure activities undertaken by the RCSA Council, Member Groups are in line with the RCSA Strategic Plan as set by the RCSA Board.
- Collaborate with other Volunteers in order to achieve RCSA goals.
- To demonstrate teamwork by respecting other Volunteers and building positive relationships.
- To contribute to meetings through generosity of ideas and challenging the status quo.
- To base decisions on objective data by considering the impact on the wider recruitment community.
- Support resolutions (based on consensus) regardless of personal views.
- Generate new ideas and concepts that meet best practice standards.
- To treat information obtained whilst volunteering in a confidential manner - this can be information about clients or other workers, paid and unpaid.
- To keep confidential discussion and deliberations.
- To honour any commitment made to the best of their abilities; notifying RCSA Member Group and Region Council Manager in good time should they be unable to keep that commitment.
- To act with integrity and represent the interests of RCSA.
- Not to commit any act which is detrimental and/or would in any manner jeopardise the good name of RCSA.
- To avoid all conflicts of interest and not in any way utilise the Council/volunteer position to solicit or promote non RCSA related business and not utilise the Council/volunteer position as a channel for self-promotion.
- To acknowledge that RCSA reserves the right to any intellectual property derived from ideas and projects developed as a result of RCSA Region Council initiatives (unless otherwise formally agreed with RCSA) and that RCSA related information will be branded with the RCSA logo as dictated by the RCSA style guides.
- Act for the benefit of the Association as a whole.

## Conflict of Interest

### Council/ Volunteers must:

- Disclose actual or potential conflicts of interest which may exist or might reasonably be thought to exist in carrying out the activities of the Association as soon as they arise.
- At the request of the Board/Council/Committee within seven (7) days or such further period as may be allowed, take such steps as are necessary and reasonable to remove any conflict of interest referred to above.
- If a party cannot or is unwilling to remove a conflict of interest as required then he or she must absent themselves from the room when the discussion of matters about the conflict takes place. The exit and entry should be recorded in the minutes.

## Ethics Matters

It is not uncommon for RCSA Councillors/Volunteers to be approached regarding ethics matters. RCSA Councillors/Volunteers should not become involved in or act as messengers for ethics related matters. All ethics related matters are confidential and may ultimately have legal implications associated with the complaint. Councillors/Volunteers must refer all ethics enquiries to the RCSA Ethics, Compliance & Risk Manager.

## Region Councils

Each Region shall have a Council to assist the Board in the management and control of the Association and the execution of the RCSA Strategic Plan.

### Member representation

The RCSA Councils provide a central point of representation for Members' interests within the geographical region. They have a responsibility to understand Members' needs within the Region, identify opportunities and enhancements to RCSA's services and products, and liaise with RCSA National Office to ensure that Members' needs are met.

### Provision of feedback

RCSA Councils provide feedback to the RCSA Board on local issues which should be considered as part of RCSA strategy development and direction. Key areas of advice would relate to emerging trends in the industry from technical, business practice and commercial perspectives.

Local member needs is an area of focus for Councils, both in terms of representing the local Members' views and channeling their feedback to the Board but also in terms of supplying advice, assistance and support (as required) in the planning and running of local events, such as seminars, conferences and social/networking gatherings.

Feedback would also be sought on local education and training needs/emerging trends and business opportunities for the RCSA.

## Advocates

Region Council members will individually and collectively act as strong advocates for the Association, its product and service offerings, and its role in the industry/profession.

In addition to representing and supporting the Association, Council members will act as ambassadors for the RCSA Corporate and Individual Membership models.

It is expected that Council members will be authoritative and knowledgeable about the Association, its products and services, its education program and will represent the Association as required.

Councillors have no individual authority to participate in the day-to-day management of the Association, including making any representations or agreements with Member companies, suppliers, business partners, employees, or other parties or organisations unless such authority is explicitly delegated to the Council through resolution from the RCSA Board either individually or as a Member of a Committee.

## The Role of Councils

- Uphold and enforce the Constitution's rules, regulations and By-laws
- Advise the Board on issues affecting the development of the profession and Members within its State or Territory
- To undertake activities in line with the RCSA Strategic Plan as set by the RCSA Board
- Foster development of recruitment professional knowledge and skills, and enhance the profile of the profession within its State or Territory
- Promote the objects of the RCSA as set out in the Constitution
- Advise the RCSA National Office about education opportunities available locally
- Provide market knowledge input to building Association relationships and the identification of potential products, and key experts for involvement in education, seminars or other events.

## Region Councils Positions

Within each council there are 10 positions which are elected by members of the individual Councils.

Position	Responsibility/ Portfolio
Chair	Co-ordinates council
Vice Chair	Step up to Chair when Chair is unavailable & a portfolio
Councillor 1	Membership/ Region Membership
Councillor 2	Marketing & Communications
Councillor 3	Continuing Professional Development
Councillor 4	PEARL Young Professional
Councillor 5	Local Issues
Councillor 6	Workplace Relations
Councillor 7	Safety & Risk
Councillor 8	Immigration

It is possible that a Region Council may not have 10 Council Members. In this instance the Council will determine which Councillor Positions will be filled. Where there are more or less than 10 Council Members the Council will determine whether there is a need to have Council Members take on multiple positions or to leave certain positions vacant.

The Chair and Vice Chair positions must be filled.

Position Descriptions for all Region Council positions can be found in Appendix 1.

## **RCSA Member Groups**

**The current RCSA Member Groups are:**

- AMRANZ (Association of Medical Recruiters Australia & New Zealand)
- ANRA (Association of Nursing Recruitment Agencies)

Member Groups are defined as RCSA Members whose businesses are similar in nature, in function and/or specialisation (e.g. healthcare, retail) who form a Group within the Association for the purposes of advancing their unique needs and issues. Organisations must be RCSA Corporate Members to join a RCSA Member Group.

The formation of such Groups will essentially revolve around the need to ensure the RCSA adequately services RCSA Corporate Members and that imperatives are addressed to the benefit of such Corporate Members and of the recruitment sector generally.

The aim of the formation and operation of Member Groups within the RCSA is to cater for Corporate Members' special interest needs and requirements that can be fulfilled by belonging to a specialist group.

### **Role of Member Groups**

- Uphold and enforce the Constitution's rules, regulations and By-laws
- To complete RCSA Code for Professional Conduct training annually
- To undertake activities in line with the RCSA Strategic Plan as set by the RCSA Board
- To provide a focal point for specialist groups within the RCSA
- To represent and initiate activities relevant to the needs and expectations of the Members of the specialist groups
- To provide a forum to promote discussion and the formulation of recommendations for submission to the RCSA Board
- To provide educational and general interest activities for Members of the Member Group
- To increase membership of the specialist groups and RCSA
- To promote the provision of recognised quality education, skills development, training and induction for all employees
- To drive the recognition of this industry as the experts in workforce and talent management.
- To show leadership in fostering ethical business practice and the highest level of workplace standards in occupational health and safety, employment law

## Member Group Council Positions

Within each council there are 10 positions which are elected by members of the Council. The position elected for each Councillor must suit the region they are based in.

Position	Responsibility/ Portfolio
Chair	Co-ordinates council
Vice Chair	Step up to Chair when Chair is unavailable & a portfolio
Councillor 1	Member Group Membership
Councillor 2	Marketing and Communications
Councillor 3	Local Industry Issues
Councillor 4	Local Industry Issues
Councillor 5	Local Industry Issues
Councillor 6	Local Industry Issues
Councillor 7	Local Industry Issues
Councillor 8	Local Industry Issues

It is possible that a Member Group Council may not have 10 Council Members. In this instance the Council will determine which Councillor Positions will be filled. Where there are more or less than 10 Council Members the Council will determine whether there is a need to have Council Members take on multiple positions or to leave certain positions vacant.

Position Descriptions for Member Group positions can be found in Appendix 2.

## Operational Management Region and Member Group Council

### Meetings

The members of a Council may meet together for conducting business, adjourn and otherwise regulate their meetings as they think fit. Councils will meet minimum four times per year face-to-face or teleconference. Alternatively, a Council meeting can be convened when the Council or the Chair determines and/or three Council Members call a meeting. In such situations, a minimum of seven (7) days' notice must be given. A quorum of 50% of members is required.

Attendees will comprise of all Council Members, as well as staff/business partners scheduled to give presentations.

Meetings are to be chaired by the Council Chair, if the Chair is not present within fifteen (15) minutes after the scheduled starting time, a Vice Chair of the Council shall act as Chairperson or in the case of the Vice Chair not being present, the Council Members shall choose one of their number in attendance to act as the Chairperson for the duration of that meeting.

Members are required to attend a minimum 75% of council meetings (over a 12 month period). Failure to meet this attendance requirement may result in the Council Member losing their position on Council.

All Council meetings must have an agenda and followed by minutes. The Regional Council, Member Group (Committee) Manager with accordance from the Council Chair or Vice Chair will provide an

agenda before each Council meeting and minutes taken from the meeting to Councillors.

## Events/ Activities

- All events and activities must be approved by RCSA CEO/ Finance Manager.
- Event or activity budgets must be pre-approved by the RCSA Finance Manager prior to being conducted.
- Council shall not commit the RCSA to any expenses or disbursements without first consulting and gaining the approval of the RCSA Finance Manager.

## Changes to Council Members

All changes to Council Members and office-bearer roles must be advised in writing to the Regional Council and Member Group (Committee) Manager, within five (5) days of the changes taking place. Changes to Region Council composition must be noted and advised separately from any mention of these changes in meeting minutes.

**Should a Councillor for any reason leave their place of employment RCSA must be immediately advised of this fact to determine the way forward.**

## Working Groups

Working Groups can be established within the RCSA under the direction of the Board and Councils to address policy formation requirements and key strategic issues impacting the industry at any point in time. Such groups may be established for a set purpose and finite time or alternatively may be maintained for an ongoing watching brief (e.g. Safety & Risk and Workplace Relations).

Membership of Working Groups shall be open to all RCSA Members, subject to the determination of the CEO and Working Group Chairperson. Each Region Council has an allocated position on each RCSA Working Group.

Working Groups can be established at a National and/or State/Multi-State level. In certain circumstances the establishment of both State Working Groups and a National Working Group may be appropriate. Alternatively, a Region sub-group of a Working Group may meet prior to a National Working Group Meeting to prepare (see example below of this arrangement with the Safety and Risk Working Group).

National Working Groups are to be made up of Member representatives with specialist knowledge in the discipline area, RCSA Region Council representatives, agreed RCSA service providers and RCSA representatives (staff or contracted).

Chairpersons will be nominated and agreed to by the Working Group with the RCSA CEO having ultimate rights of approval.

Attendance at Working Group meetings will not be compulsory as Working Groups are designed to establish a network of interested and contributing Corporate Member representatives. Working Group meetings may be held in person or via teleconference, or a mixture of both.

Formal minutes are not required to be maintained for Working Group meetings; however where a recommendation or observation is to be communicated to a RCSA Council or the Board a recommendation or report should be drafted and approved by the Chairperson.

## **Role of Working Groups**

- Act as a monitor of regulatory changes.
- Facilitate any necessary working parties for projects.
- Confer regularly with the RCSA National Office on matters that impact the Working Groups subject matter with respect to trends, issues and policy.
- Make representations, on behalf of the Working Groups, to the RCSA National Office on any policy, strategic direction or legislation issues that the Association should address.
- Make recommendations to the RCSA Learning Centre & Major Events Manager on any education and training, or issues briefings that need to be scheduled.
- Contribute to and influence legislation and regulation in matters related to Working Groups.

## **Operational Management of National Working Groups**

- One Chairperson will be appointed to each National Working Group.
- Where States wish to meet in person prior to the commencement of the teleconferences then they may do so from 8.30 am. The purpose of such meetings will be to manage State based matters and to prepare for the Working Groups.
- Special National Working Group meetings may be called for urgent matters.
- An agenda for the Working Groups teleconference meetings will be prepared by a RCSA appointed representative.
- Where items arise in the teleconferences, records of action items will be made.
- Where items of policy need to be made in circumstances where there is not general consensus from the Working Group, then the relevant executive will be called to a meeting to determine the policy position. The CEO will make the decision of referral in conjunction with the Chairperson of the respective Working Group. RCSA Policy can only be determined by the National Working Group and requires RCSA Board ratification.
- A report on the activities of the Working Groups shall be made to the RCSA Board at scheduled RCSA Board meetings. State Working Groups should report their activities on a regular basis to the National Working Group.

## **RCSA National Office**

The RCSA National Office provides administrative and development support to Councils and Member Groups. In your role as a Volunteer/Council Member you are likely to have regular contact with RCSA National Office staff. RCSA National Office contact list with names, titles, contact numbers and email addresses is provided as Attachment 2 to this document.

RCSA Councillors/ Volunteers will occasionally have requests or requirements related to member communication, media, sponsorship and collateral. Guidelines addressing each of these areas are provided below:

### **Member communication**

Member communication is co-ordinated via RCSA National Office. It is important that all communication to Members be properly scheduled into the complete Member communication plan which is managed by National Office. All requests for Member communication (via email or letter) should initially be directed to the RCSA Marketing & Communications Manager.

## **Sponsorship**

Volunteers are exposed to many opportunities in the marketplace to actively promote RCSA membership and commercial offerings to the corporate sector. Often there may be circumstances where Volunteers may engage in discussions with the corporate sector with a view to 'qualifying' leads for the sale of sponsorship. That is, determining whether or not the company representative they are talking with has indicated that they would like to be involved and sponsor a RCSA event. In a situation where a sponsorship expression of interest has been raised, the volunteer must contact the RCSA Marketing & Communications Manager with full details of the lead. The lead will be followed up by appropriate RCSA National office staff and the volunteer will be advised of the outcome.

## **Requests for brochures /collateral**

To support efforts made by Council/ Volunteers to increase membership and promote RCSA generally, promotional collateral will be made available upon request. To assist in ensuring materials are available when required, all requests for membership brochures/marketing materials should be addressed to the RCSA Marketing & Communications Manager at least two weeks prior to the required date. These requests should specify the particular requirements (i.e. requesting 'Membership kits' is not sufficient), any relevant date/s to be aware of and a contact name, street address and phone number for the courier delivery must be provided. Any requests for event specific application forms and/or special membership offers should be submitted four weeks in advance for consideration, to allow time for production and delivery.

## **Media**

RCSA policy guidelines for media are as follows:

- RCSA has two key media contacts, the CEO and the National President, to whom all matters for media comment are referred.
- Other RCSA Members, particularly Members of Councils, may from time to time be asked whether they would like to comment, in their RCSA capacity, to a media representative. Members in those circumstances should refer the enquirer to the RCSA Media and Government Relations Manager. The journalist should be informed, in the first instance, that the Member is not a designated media spokesperson.

## Appendix 1

### Region Council Position Descriptions

The Councillor Position shall be elected by the Council at the October/ November Council Meeting or upon resignation of a current Councillor, at the next scheduled Council Meeting.

#### All Councillors key responsibilities include:

- Length of tenure for each position is 12 months.
- Attend council and teleconference meetings as required.
- Communicate and promote the interests of the RCSA to the industry.
- Act as an ambassador for the RCSA Corporate and Individual Membership models.
- Fulfill Council meeting agenda requirements.
- Vice Chair and all Council members report to Council Chair and Working Group Chair.
- RCSA Contact for all Councils is the Region Council and Member Group Manager.

Council Chair	
<b>Formal Reporting Line</b>	Non Directors report to RCSA CEO Directors report to RCSA Board
<b>Role Overview</b>	The Chair shall be elected by the Council on the basis of the person's achievements and record as a leader.  The Chair is responsible for the integrity of the process of the Council, including effectiveness of meetings and the Council's adherence to the policies and procedures of the RCSA.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• Chair council meetings and fulfill agenda requirements.</li> <li>• As required represent the RCSA within the region.</li> <li>• Collate and advise the Board of issues affecting the development of the profession within their region.</li> <li>• Provide feedback to RCSA National Office and Board on local issues that should be considered as part of RCSA strategy development and direction.</li> <li>• Ensure proper and professional co-ordination of the tasks of the council.</li> <li>• Establish the agenda for the council meetings in consultation with the Regional Council and Member Group (Committee) Manager.</li> <li>• Be the major point of contact between the Council and the CEO; and keep fully informed of all matters which may be of interest to Councillors.</li> <li>• Regularly review with the progress on key initiatives and significant issues impacting the Region.</li> <li>• Allocate action items to Councillors from RCSA strategic plan.</li> </ul>



<b>Vice Chair(s)</b>	
<b>Role Overview</b>	<p>The Vice Chair - shall be elected by the Council on the basis of the person's achievements and record as a leader.</p> <p>The Vice Chair to act as the Chair when Chair is unavailable.</p>
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• As required, Chair council meetings and fulfill agenda requirements.</li> <li>• Provide a supporting role to the Chair in areas of representation and social responsibility.</li> <li>• Regularly review with the Chair, the progress of important initiatives and significant issues facing the Region.</li> <li>• Fulfill council meeting agenda requirements.</li> <li>• Actively participate in the assigned portfolio teleconference meetings.</li> </ul>

<b>Continuing Professional Development (CPD)</b>	
<b>RCSA Contact</b>	Learning Centre & Major Events, Manager Claudia Gray
<b>Role Overview</b>	The CPD plays a vital role in assisting to: source local speakers and provide input on topics through to generating interest at a local level in RCSA events. On a national level to make recommendations for training programs, industry briefings and presentations that reflect the needs of the industry and the market generally.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• As required represent the RCSA within the region.</li> <li>• Regularly review with the Chair, the progress of important initiatives and significant issues facing the Region relative to CPD.</li> <li>• Contribute to the annual planning of activities in consultation with the Learning Centre &amp; Major Events Manager.</li> <li>• Supply suggested topics and speakers to the Learning Centre and Major Events Manager for consideration.</li> <li>• Provide feedback on speakers and topics for local and national events.</li> <li>• Assist with promoting RCSA events to individual networks/contacts to drive attendance.</li> <li>• As required assist with coordination of on-site event support.</li> <li>• Represent the Region Council Chair at events when they are not available.</li> <li>• Attend scheduled CPD Group teleconference and provide feedback from the meeting back to Council.</li> </ul>



<b>Membership</b>	
<b>RCSA Contact</b>	Membership Manager, Jenny Berry
<b>Role Overview</b>	The Councillor of Membership plays a vital role in assisting to: develop and implement strategies to grow and engage the Individual and Corporate membership, convey the benefits of membership, develop RCSA awareness within industry and serve to provide information back to RCSA about industry and member needs.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• As required represent the RCSA within the region.</li> <li>• Regularly review with the Chair, the progress of important initiatives and significant issues facing the Region relative to membership</li> <li>• Gain members feedback on perception of service value.</li> <li>• Identify and provide Membership Manager with prospective individual and corporate member leads.</li> <li>• Identify potential service improvements for members.</li> <li>• Assist Membership Manager with development of member acquisition, engagement and retention strategies to drive membership growth.</li> <li>• Draw on local knowledge to act as a point of reference for relevant data required for renewal process.</li> <li>• Act in an advisory role to the Membership Manager for guidance as needed.</li> <li>• Engage with other region Membership Councillors.</li> <li>• Attend scheduled Member Steering Group teleconference and provide feedback from the meeting back to Council.</li> </ul>

<b>Regional Membership (Outside of Cities)</b>	
<b>Role Overview</b>	The Councillor of Regional Membership plays a vital role in providing industry insight for regional/country area issues and opportunities to the Region Council.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• Identify and advise Council of any matters occurring in their regional/country areas</li> <li>• Assist to develop and implement strategies to grow membership in regional/country areas</li> <li>• Communicate and promote the interests of the RCSA to the industry</li> </ul>



<b>Marketing &amp; Communications</b>	
<b>RCSA Contact</b>	Marketing and Communications Manager, Carly Fordred
<b>Role Overview</b>	The Councillor of Marketing & Communications plays a vital role in assisting to provide information to Region Council regarding Marketing & Communications matters and in turn provide region insight to the RCSA Marketing and Communications Manager.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• Assist with ideas to promote RCSA and industry information to Members/Non-Members and stakeholders through the RCSA communication channels.</li> <li>• Coordinate issue awareness and other relevant topics for inclusion in RCSA communications.</li> <li>• Communicate with Marketing &amp; Communications Manager regarding region issues, as they arise.</li> <li>• Communicate with Marketing &amp; Communications Manager regarding recognition of prospective sponsorship opportunities and RCSA Supporters.</li> <li>• Be the first point of contact for communication with Marketing &amp; Communications Manager.</li> <li>• Attend scheduled Marketing &amp; Communication teleconference and provide feedback from the teleconference back to Council.</li> </ul>

<b>PEARL Young Professional</b>	
<b>RCSA Contact</b>	Learning Centre and Major Events Manager, Claudia Gray
<b>Role Overview</b>	The Councillor of PEARL Young Professional plays a vital role in providing information to Region Council regarding matters relevant to young professionals, including but not limited to: training and career development needs, networking opportunities and factors that affect industry participation by younger members of the industry.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• Identify and advise Council of any matters occurring in their regional/country areas.</li> <li>• Assist to develop and implement strategies to grow PEARL Program in regional/country areas.</li> <li>• Communicate and promote the interests of the RCSA PEARL program to the industry.</li> <li>• Attend scheduled PEARL teleconference and provide feedback from the meeting back to Council.</li> </ul>



Local Issues	
<b>Role Overview</b>	The Councillor of Local Issues plays a vital role in providing industry insight for their respective region to the Region Council.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• Keep RCSA and Council updated on Local Issues relating to the recruitment industry.</li> </ul>

Immigration	
<b>Role Overview</b>	The Councillor of Immigration plays a vital role in assisting to provide information to Region Council regarding Immigration matters and in turn provide specialist insight to the Immigration Working Group.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• Reports to National Immigration Working Group Chair</li> <li>• As required represent the RCSA within the region on matters relevant to immigration</li> <li>• Identify and advise Council of any issues, trends or policy relating to Immigration matters</li> <li>• Act as a representative on the National Immigration Working Group, reporting any matters of interest back to the Region Council.</li> <li>• Attend scheduled Working Group teleconference and provide feedback from the meeting back to Council.</li> </ul>

Safety & Risk	
<b>Role Overview</b>	The Councillor of Safety & Risk plays a vital role in assisting to provide information to Region Councils regarding Safety & Risk matters and in turn provide insight to the Safety & Risk Working Group.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• Reports to National Safety &amp; Risk Working Group Chair</li> <li>• As required represent the RCSA within the region on matters relevant to Safety &amp; Risk.</li> <li>• Identify and advise Council of any issues, trends or policy relating to Safety &amp; Risk matters.</li> <li>• Act as a representative on the National Safety &amp; Risk Working Group, reporting any matters of interest back to the Region Council.</li> <li>• Attend scheduled Working Group teleconference and provide feedback from the meeting back to Council.</li> </ul>



RECRUITMENT AND CONSULTING  
SERVICES ASSOCIATION  
AUSTRALIA & NEW ZEALAND

<b>Workplace Relations</b>	
<b>Role Overview</b>	The Councillor of Workplace Relations plays a vital role in assisting to provide information to Region Councils regarding Workplace Relations matters and in turn provide regional insight to the Workplace Relations Working Group.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"><li>• Reports to National Workplace Relations Working Group Chair.</li><li>• As required represent the RCSA within the region on matters relevant to Workplace Relations.</li><li>• Identify and advise Council of any issues, trends or policy relating to Workplace Relations matters.</li><li>• Act as a representative on the National Workplace Relations Working Group, reporting any matters of interest back to the Region Council.</li><li>• Attend scheduled Working Group teleconference and provide feedback from the meeting back to Council.</li></ul>

## Appendix 2

### Member Group Council Position Descriptions

#### (AMRANZ & ANRA)

The Councillor Position shall be elected by the Council at the October/ November Council Meeting or upon resignation of a current Councillor, at the next scheduled Council Meeting.

#### All Members on Member Group Council key responsibilities include:

- Length of tenure for each position is 12 months.
- Attend Council and teleconference meetings as required.
- Communicate and promote the interests of the Member Group to the industry.
- Act as an ambassador for the RCSA Corporate and Individual Membership models.
- Fulfill Council meeting agenda requirements.
- Vice Chair and all Council members report to Council Chair.
- RCSA Contact for all Councils is the Member Group and Region Council Manager.

Council Chair	
<b>Formal Reporting Line</b>	Non Directors report to RCSA CEO. Directors report to RCSA Board.
<b>Role Overview</b>	The Chair shall be elected by the Council on the basis of the person's achievements and record as a leader.  The Chair is responsible for the integrity of the process of the Council, including effectiveness of meetings and the Council's adherence to the policies and procedures of the RCSA.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• Chair council meetings and fulfill agenda requirements.</li> <li>• As required represent the Member Group of all regions.</li> <li>• Provide feedback to RCSA National Office and Board on industry issues that should be considered as part of RCSA strategy development and direction.</li> <li>• Ensure proper and professional co-ordination of the tasks of the council.</li> <li>• Establish the agenda for the council meetings in consultation with Vice Chairs, the Committee Manager and the Board strategic plan.</li> <li>• Regularly review with the Regional Council &amp; Member Group (Committee) Manager progress on key initiatives and significant issues impacting the industry.</li> <li>• Allocate action items to Councillors from Member Group strategic plan.</li> </ul>

<b>Vice Chair</b>	
<b>Role Overview</b>	<p>The Vice Chair - shall be elected by the Council on the basis of the person's achievements and record as a leader.</p> <p>The Vice Chair to act as the Chair when Chair is unavailable.</p>
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• As required Chair council meetings and fulfill agenda requirements.</li> <li>• Provide a supporting role to the Chair in areas of representation and social responsibility.</li> <li>• Regularly review with the Chair, the progress of important initiatives and significant issues facing the Region.</li> <li>• Fulfill council meeting agenda requirements.</li> <li>• Actively participate in the assigned portfolio teleconference meetings.</li> </ul>

<b>Membership</b>	
<b>RCSA Contact</b>	Membership Manager, Jenny Berry
<b>Role Overview</b>	The Councillor of Membership plays a vital role in assisting to: develop and implement strategies to grow and engage the Individual and Corporate membership, convey the benefits of membership, develop RCSA awareness within industry and serve to provide information back to RCSA about industry and member needs.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• As required represent the RCSA within the region.</li> <li>• Regularly review with the Chair, the progress of important initiatives and significant issues facing the Region relative to membership</li> <li>• Gain members feedback on perception of service value.</li> <li>• Identify and provide Membership Manager with prospective individual and corporate member leads.</li> <li>• Identify potential service improvements for members.</li> <li>• Assist Membership Manager with development of member acquisition, engagement and retention strategies to drive membership growth.</li> <li>• Draw on local knowledge to act as a point of reference for relevant data required for renewal process.</li> <li>• Act in an advisory role to the Membership Manager for guidance as needed.</li> <li>• Engage with other region Membership Councillors.</li> <li>• Attend scheduled Member Steering Group teleconference and provide feedback from the meeting back to Council.</li> </ul>



<b>Marketing &amp; Communications</b>	
<b>RCSA Contact</b>	Marketing and Communications Manager, Carly Fordred
<b>Role Overview</b>	The Councillor of Marketing & Communications plays a vital role in assisting to provide information to Region Council regarding Marketing & Communications matters and in turn provide region insight to the RCSA Marketing and Communications Manager.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• Assist with ideas to promote RCSA and industry information to Members/Non-Members and stakeholders through the RCSA communication channels.</li> <li>• Coordinate issue awareness and other relevant topics for inclusion in RCSA communications.</li> <li>• Communicate with Marketing &amp; Communications Manager regarding region issues, as they arise.</li> <li>• Communicate with Marketing &amp; Communications Manager regarding recognition of prospective sponsorship opportunities and RCSA Supporters.</li> <li>• Be the first point of contact for communication with Marketing &amp; Communications Manager.</li> <li>• Attend scheduled Marketing &amp; Communication teleconference and provide feedback from the teleconference back to Council.</li> </ul>

<b>Local Industry Issues (6 Positions)</b>	
<b>Role Overview</b>	The Councillor of Local Industry Issues plays a vital role in providing industry insight for their respective region to the Member Group Council.
<b>Key Responsibilities</b>	<ul style="list-style-type: none"> <li>• Keep RCSA and Council updated on agreed area of expertise relating to the industry.</li> </ul>

## Appendix 3

### Terms of Reference

**NOTE:** Councillors/Volunteers have no individual authority to participate in the day-to-day management of the Association, including making any representations or agreements with member companies, suppliers, business partners, employees, or other parties or organisations unless such authority is explicitly delegated through resolution from the RCSA Board either individually or as a Member of a Committee. Councillors/Volunteers, independently or collectively, shall not commit the RCSA to any expense or financial commitment without first gaining the approval of the Board or the CEO Unless otherwise stated, all provisions in the By-Laws and volunteer handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Special Interest Groups.

Unless otherwise stated, all provisions in the By-Laws and Volunteer Handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Member Groups/Special Interest Groups.

## Terms of Reference

### SPECIAL INTEREST/ MEMBER GROUPS

#### Aim

To assist in the operations of Interest Groups within the Recruitment & Consulting Services Association Ltd

The aim of the formation and operation of Special Interest Groups within the RCSA is to cater for RCSA Corporates' special interest needs and requirements that can be fulfilled by belonging to an Special Interest Group. The formation of such groups will essentially revolve around the need to ensure the RCSA adequately services RCSA Corporates and that imperatives are addressed to the benefit of such Corporates and of the recruitment sector generally.

#### Objectives

- To provide a focal point for Special Member Groups within the RCSA.
- To represent and initiate activities specific to the needs and expectations of the participants of an interest group
- To provide a forum to promote discussion and the formulation of recommendations for submission to the RCSA Board for consideration and action – if required.
- To provide support for the activities for the Interest Groups
- To support commitment and engagement with the RCSA
- To generate revenue to assist the operation of the RCSA

#### Structure of Special Interest Groups

- Each group shall be structured along the lines of a Council with a Chair, 2 vice Chairs and Councillors.
- The Chair and Vice Chairs shall be elected annually.
- All authorities and responsibilities will be as per Councils.
- All participants of the Interest Group must be representatives of RCSA Corporate Members.

The following is a list of current Member groups

- AMRANZ
- ANRA

**NOTE:** Councillors/Volunteers have no individual authority to participate in the day-to-day management of the Association, including making any representations or agreements with member companies, suppliers, business partners, employees, or other parties or organisations unless such authority is explicitly delegated through resolution from the RCSA Board either individually or as a Member of a Committee. Councillors/Volunteers, independently or collectively, shall not commit the RCSA to any expense or financial commitment without first gaining the approval of the Board or the CEO Unless otherwise stated, all provisions in the By-Laws and volunteer handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Special Interest Groups.

Unless otherwise stated, all provisions in the By-Laws and Volunteer Handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Member Groups/Special Interest Groups.

## Terms of Reference

### **CONSULTANTS ACCREDITATION PANEL (CAP) & CORPORATE MEMBER ACCREDITATION PANEL (CMAP)**

#### **PURPOSE**

The purpose of the CAP and CMAP panels is to determine, and advise the Board, whether an applicant is eligible to become a Member and to which class of Membership they should belong.

#### **Functions and Delegated Authority**

Unless otherwise provided for in the RCSA Constitution and these Terms of Reference, the panel will approve Membership applications following the process below:

- Membership Manager will review the completed application and recommend approval
- CEO or Finance Manager will review and authorise Membership
- In the case of individual applications for Fellowship the Membership Director will authorise.
- Life Membership applications will follow a stand-alone process as per Attachment A

In addition to the approval of Membership applications the function of the panels is to:

- Prepare recommendations to the Board to accept new Membership applications received, processed and approved by the Panel since the previous Board meeting.
- Review application and approval procedures
- Review admission criteria
- Make recommendations to the Board

#### **Membership & Appointment**

The Director responsible for Membership will chair the panel and will continue as long as he/she retains that Board portfolio. The Membership Director, CEO, Finance & Operations Manager and Membership Manager are appointed to the panel.

The Membership Manager will produce a list of eligible Members to be presented to the Board by the Membership Director for admission.

Meetings may be called as and when required.

#### **Frequency of Meetings**

The panel will meet as required by teleconference or other means.

#### **Record of Meetings**

Formal records of the meetings are not kept unless decision of the panel will impact on the Constitution or By-laws, in which case a motion or a discussion paper will be prepared for discussion at the next Board meeting.

**NOTE:** Councillors/Volunteers have no individual authority to participate in the day-to-day management of the Association, including making any representations or agreements with member companies, suppliers, business partners, employees, or other parties or organisations unless such authority is explicitly delegated through resolution from the RCSA Board either individually or as a Member of a Committee. Councillors/Volunteers, independently or collectively, shall not commit the RCSA to any expense or financial commitment without first gaining the approval of the Board or the CEO. Unless otherwise stated, all provisions in the By-Laws and volunteer handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Special Interest Groups.

Unless otherwise stated, all provisions in the By-Laws and Volunteer Handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Member Groups/Special Interest Groups.

## Terms of Reference

### ETHICS PANEL & COMMITTEE

The Ethics Panel is established as a source of Ethics Committees of the Recruitment and Consulting Services Association Ltd (RCSA) to meet on a needs basis to hear and determine as required matters referred to it by the Ethics Registrar with respect to the Code of Professional Conduct and its Disciplinary and Dispute Resolution Procedures.

#### Functions and Delegated Authority

- Review the information gathered by the Ethics Registrar with respect to complaints raised against Members.
- Commit to the time and intellectual input to hear and consider or dismiss complaints raised against Members.
- Participate in hearings and reviewing evidence provided by the Ethics Registrar.
- Make determinations on matters presented to them and provide recommendations to the Board for final action.
- The Committee will not represent itself as the final determining body of RCSA – this is the role of the RCSA Board of Directors as established by the Constitution.

#### Membership & Appointment

The panel is made up of volunteers with an interest in Ethics as well as nominated Life Members who are still active in the Association and industry.

Any Ethics Committee will comprise, as a minimum:

- A Chair nominated by the Ethics Registrar, after the Committee is selected
- At least one Life Member of RCSA
- At least one but not more than three other Committee Members selected from the panel that may, or may not be Life Members
- Adviser Andrew Wood Hon FRCSA (Life) or his representative
- RCSA Ethics Registrar as the Panel & Committee co-ordinator

#### Frequency of Meetings

The Panel will be convened as and when required to determine matters referred to it by the Ethics Registrar

#### Record of Meetings

The Panel will prepare a report and make determinations on matters presented to them and provide recommendations to the Board for final action.

**NOTE:** Councillors/Volunteers have no individual authority to participate in the day-to-day management of the Association, including making any representations or agreements with member companies, suppliers, business partners, employees, or other parties or organisations unless such authority is explicitly delegated through resolution from the RCSA Board either individually or as a Member of a Committee. Councillors/Volunteers, independently or collectively, shall not commit the RCSA to any expense or financial commitment without first gaining the approval of the Board or the CEO Unless otherwise stated, all provisions in the By-Laws and volunteer handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Special Interest Groups.

Unless otherwise stated, all provisions in the By-Laws and Volunteer Handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Member Groups/Special Interest Groups.

## Terms of Reference

### PROFESSIONAL PRACTICE COUNCIL

#### Purpose

This Council is established as a committee of the Recruitment and Consulting Services Association Ltd (RCSA) to meet on a needs basis but no less than once a year

#### Functions and Delegated Authority

- Review the information and education provided to members with respect to Professional Practice
- Participate in the development of best practice models
- Determine additional Schedules to be provided, as required, to enhance the RCSA Code for Professional Conduct and regularly review the Code and the Disciplinary and Dispute Resolution Procedures and make recommendations for amendments as and when required.
- Monitor Ethics matters as they appear on the Ethics Register in order to provide advice on amendments to training and information materials and, if necessary new Schedules.
- Mentor Ethics Committees to ensure procedures are duly followed.
- Provide a report to RCSA Board, to be included in the Annual Report, reflecting matters addressed by the Ethics Committees during the year and any steps taken to address trends.
- When required, participate in Ethics Committees.
- The Committee will not represent itself as a replacement for either the Region Ethics Committees or the RCSA Ethics Committee

#### Membership & Appointment

The Committee will comprise:

- Council members invited from the Life Fellow Members of RCSA
- The Chief Executive Officer
- The Ethics Registrar as the coordinator of the Council
- The Council will invite Andrew Wood Hon FRCSA (Life), Barrister, Derwent & Tamar Chambers, Hobart as Professional Practice Advisor

#### Frequency of Meetings

Unless otherwise provided for in these Terms of Reference, a Committee will meet at least on a quarterly basis face to face or by teleconference or other means.

Additional Committee meetings can be convened when the Committee or the Chair determines; or three Committee Members call a meeting. In such situations, a minimum of seven days' notice must be given.

Meetings will occur at a venue determined by the Chair.

#### Record of Meetings

A Committee Member will be responsible for the recording of minutes and the distribution to RCSA Australia & New Zealand office.

**NOTE:** Councillors/Volunteers have no individual authority to participate in the day-to-day management of the Association, including making any representations or agreements with member companies, suppliers, business partners, employees, or other parties or organisations unless such authority is explicitly delegated through resolution from the RCSA Board either individually or as a Member of a Committee. Councillors/Volunteers, independently or collectively, shall not commit the RCSA to any expense or financial commitment without first gaining the approval of the Board or the CEO Unless otherwise stated, all provisions in the By-Laws and volunteer handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Special Interest Groups.

Unless otherwise stated, all provisions in the By-Laws and Volunteer Handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Member Groups/Special Interest Groups.

## Terms of Reference

### IMMIGRATION WORKING GROUP

#### Purpose

To assist the RCSA Board in the management of policy, strategy, issues, education and stakeholder influence across all matters relating to Immigration.

#### Functions and Delegated Authority

Industry representatives should be able to address Immigration issues as it impacts on recruitment, within but not restricted to the following sectors:

- Medical Professions
- Nursing
- Mining
- I.T.
- Engineering
- Trades
- Hospitality

#### Membership & Appointment

The Director responsible for Immigration will chair the meeting and will continue as long as he/she holds the portfolio. Region Council and Member Group representatives responsible for Immigration will make up the committee as well as subject experts.

#### Frequency of Meetings

Unless otherwise provided for in these Terms of Reference, the Committee will meet as required face to face or by teleconference or other means

#### Record of Meetings

A Committee Member may be elected to be responsible for the recording of minutes and the distribution to Committee Members and RCSA Australia & New Zealand office

The RCSA may establish Region Working parties to discuss issues and submit these matters to the National Committee for action/discussion.

**NOTE:** Councillors/Volunteers have no individual authority to participate in the day-to-day management of the Association, including making any representations or agreements with member companies, suppliers, business partners, employees, or other parties or organisations unless such authority is explicitly delegated through resolution from the RCSA Board either individually or as a Member of a Committee. Councillors/Volunteers, independently or collectively, shall not commit the RCSA to any expense or financial commitment without first gaining the approval of the Board or the CEO. Unless otherwise stated, all provisions in the By-Laws and volunteer handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Special Interest Groups.

Unless otherwise stated, all provisions in the By-Laws and Volunteer Handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Member Groups/Special Interest Groups.

## Terms of Reference

### MEMBERSHIP COMMITTEE

#### Purpose

Management of policy and, strategy in matters relating to Membership growth, entry level requirements, and general Membership policies.

The RCSA may establish Region Working parties to discuss issues and submit these matters to the National Committee for action/discussion.

#### Membership & Appointment

Representatives should comprise of:

- Board Director responsible for Membership
- Council and Member Group representatives responsible for Membership
- RCSA Membership Manager

#### Chairing

The Director responsible for Membership will chair the panel and will continue as long as he/she retains that Board portfolio.

#### Frequency of Meetings

Unless otherwise provided for in these Terms of Reference, a Committee will meet at least on a half yearly basis face to face or by teleconference or other means.

Additional Committee meetings can be convened when the Committee or the Chair determines; or three Committee Members call a meeting. In such situations, a minimum of seven days' notice must be given.

Meetings will occur at a venue determined by the Chair.

#### Record of Meetings

The RCSA Membership Manager will be responsible for the recording of minutes and the distribution to Committee Members and RCSA Australia & New Zealand office

**NOTE:** Councillors/Volunteers have no individual authority to participate in the day-to-day management of the Association, including making any representations or agreements with member companies, suppliers, business partners, employees, or other parties or organisations unless such authority is explicitly delegated through resolution from the RCSA Board either individually or as a Member of a Committee. Councillors/Volunteers, independently or collectively, shall not commit the RCSA to any expense or financial commitment without first gaining the approval of the Board or the CEO Unless otherwise stated, all provisions in the By-Laws and volunteer handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Special Interest Groups.

Unless otherwise stated, all provisions in the By-Laws and Volunteer Handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Member Groups/Special Interest Groups.

## Terms of Reference

### SAFETY & RISK WORKING GROUP

#### Purpose

Management of policy, strategy, issues, education and stakeholder influence across issues relating to Occupational Health and Safety: including Workers Compensation and other related insurances.

#### Functions and Delegated Authority

- Management of policy, strategy. Issues, education and stakeholder influence across issues relating to Occupational Health & Safety including Workers Compensation and other related insurances.
- The RCSA may establish Region Working parties to discuss issues and submit these matters to the National Committee for action/discussion.

#### Membership & Appointment

The Director responsible for Safety and Risk will chair the meetings and will continue as long he/she holds that portfolio. Region Council and Member group representatives responsible for Safety and Risk will make up the committee as well as subject experts.

#### Frequency of Meetings

Unless otherwise provided for in these Terms of Reference, the Committee will meet at least on a quarterly basis face to face or by teleconference or other means.

#### Record of Meetings

A Committee Member will be elected to be responsible for the recording of minutes and the distribution to RCSA Australia & New Zealand office

**NOTE:** Councillors/Volunteers have no individual authority to participate in the day-to-day management of the Association, including making any representations or agreements with member companies, suppliers, business partners, employees, or other parties or organisations unless such authority is explicitly delegated through resolution from the RCSA Board either individually or as a Member of a Committee. Councillors/Volunteers, independently or collectively, shall not commit the RCSA to any expense or financial commitment without first gaining the approval of the Board or the CEO. Unless otherwise stated, all provisions in the By-Laws and volunteer handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Special Interest Groups.

Unless otherwise stated, all provisions in the By-Laws and Volunteer Handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Member Groups/Special Interest Groups.

## Terms of Reference

### WORKPLACE RELATIONS WORKING GROUP

#### Purpose

To assist the RCSA Board in the management of policy, strategy, issues, education and stakeholder influence across all matters relating to Workplace Relations.

#### Functions and Delegated Authority

Management of policy, strategy, issues, education and stakeholder influence across issues relating to Workplace Relations

The RCSA may establish Region Working parties to discuss issues and submit these matters to the National Committee for action/discussion.

- Workplace Relations
- Employment Law
- Anti-discrimination
- Prevention of sexual harassment
- Privacy
- Superannuation Guarantee
- Workplace Gender Equality
- National Portable Long Service Leave Scheme Australia

#### Membership & Appointment

The Director responsible for Workplace Relations will chair the meeting and will continue as long and he/she holds the portfolio. Region Council and Member Group representatives responsible for Workplace Relations will make up the committee as well as subject experts.

#### Frequency of Meetings

Unless otherwise provided for in these Terms of Reference, a Committee will meet at least on a quarterly basis face to face or by teleconference or other means.

#### Record of Meetings

A Committee Member will be elected to be responsible for the recording of minutes and the distribution to Committee Members and RCSA Australia & New Zealand office

**NOTE:** Councillors/Volunteers have no individual authority to participate in the day-to-day management of the Association, including making any representations or agreements with member companies, suppliers, business partners, employees, or other parties or organisations unless such authority is explicitly delegated through resolution from the RCSA Board either individually or as a Member of a Committee. Councillors/Volunteers, independently or collectively, shall not commit the RCSA to any expense or financial commitment without first gaining the approval of the Board or the CEO. Unless otherwise stated, all provisions in the By-Laws and volunteer handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Special Interest Groups.

Unless otherwise stated, all provisions in the By-Laws and Volunteer Handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Member Groups/Special Interest Groups.

## Terms of Reference

### RCSA LIFE MEMBERSHIP APPLICATION CRITERIA & PROCESS

#### Functions and Delegated Authority

- Nominations for Life Membership may be submitted to the RCSA Board by any RCSA Council or RCSA Board Member
- Nominations for Life Membership may be submitted to RCSA Councils by any individual member of the RCSA or employee of a RCSA Corporate Member
- Applications submitted by RCSA Councils to the RCSA Board for consideration must be approved by a majority of the Council
- The RCSA Board must approve unanimously a nomination for Life Membership
- All correspondence and discussion regarding nominations which takes place at either a Board or Council level is confidential
- Life Membership is approved only when an appropriate candidate meets the criteria and as such may not be presented every year
- Nominations may be submitted at any time however if received by January 31 they could be included in the program for the Awards/Gala Ball (held annually in May)
- The RCSA Life Membership nomination form must be completed for a nomination to be accepted (available from RCSA Membership Manager)
- RCSA Membership Manager will work with all councils to ensure processes, procedures and timing elements are clear
- Upon receipt of Life Membership, Life Members will have a dedicated key contact within the RCSA (RCSA Council and Committee Coordinator).

#### Nominee Criteria

The criteria for Life Membership is detailed below:

- Nominee must be a RCSA Individual Member
- An individual put forward for Life Membership must be nominated by a third party (not self-nomination) and may be awarded to an individual who:
- has rendered outstanding and sustained service over a long period to the Association and its objectives;
  - has made a highly distinguished and recognized contribution and impact upon the field of recruitment and/or on-hire over a substantial number of years
  - has enhanced the status/standing of the recruitment industry.

**Note:** The following statement is included on both the RCSA Professional Accreditation Framework and the Life Membership Nomination Form.

Life Membership is the most distinguished award the Association makes. As such it is deserving of close examination and reflection, is not granted lightly and is made only when a deserving candidate meets the Associations criteria.

#### Nominator Criteria

Nominations can originate from either a RCSA Individual Member, an employee of a RCSA Corporate Member, a Region Council or the Board.

## Nomination Application Process

**Step 1:** Nomination form sourced from RCSA Membership Manager.

**Step 2:** Completed nomination form and supporting statements submitted to RCSA Membership Manager. Application reviewed for completeness and additional/missing information requested from nominator if required.

**Step 3:** Completed nomination form submitted to either the appropriate Region Council, or Board, as determined by the source of the nomination.

Requests for additional information to support the nomination to be coordinated by RCSA Membership Manager.

Where submitted to a Region Council, a nomination will be returned to the RCSA Membership Manager to be included in papers for the next scheduled full RCSA Board Meeting (generally held February, May, August and November).

**Step 4:** RCSA Board considers nomination.

Requests for additional information to support the nomination to be coordinated by RCSA Membership Manager.

Approved nominations to be managed by RCSA National Office for presentation at an appropriate event such as the RCSA Annual Conference or Gala Ball. Unsuccessful nominations to be managed as stipulated by Nomination Approval Process.

## Nomination Approval Process

### Approval process

The approval process can take one of three methods:

#### Method 1:



A nomination that originates from a RCSA Individual Member or an employee of a RCSA Corporate Member will be forwarded to the appropriate Region Council for approval. A majority number of the Region Council must approve the nomination for it to continue to the Board. If an application does not receive unanimous support from the Region Council, any objections must be noted for consideration of the Board. The nomination must be approved unanimously by the Board.

#### Method 2:



A nomination that originates from a Region Council must have a majority number in approval for the nomination for it to continue to the Board. If an application does not receive unanimous support from the Region Council, any objections must be noted for consideration of the Board. The nomination must be

approved unanimously by the Board.

**Method 3:**



A nomination that originates from the Board must be approved unanimously.

**Non-acceptance at either Region Council or Board level**

Where the Region Council is unable to achieve a majority in favour of nomination acceptance, the matter must be referred to the RCSA CEO for discussion. At this time further information may be acquired from the nominator or other industry sources to support the nomination. The nomination

can then be submitted to the Region Council for reconsideration. If the Council is again unable to achieve a majority in favour, the nomination will be considered unsuccessful, and nominator advised as necessary.

Where the Board is unable to approve the nomination unanimously, the matter must be referred to the RCSA CEO for discussion. At this time further information may be acquired from the nominator or other industry sources to support the nomination. The nomination can then be submitted to the Board for reconsideration. If the Board is again unable to achieve unanimous approval, the nomination will be considered unsuccessful, and nominator and Region Council advised as necessary.

**NOTE:** Councillors/Volunteers have no individual authority to participate in the day-to-day management of the Association, including making any representations or agreements with member companies, suppliers, business partners, employees, or other parties or organisations unless such authority is explicitly delegated through resolution from the RCSA Board either individually or as a Member of a Committee. Councillors/Volunteers, independently or collectively, shall not commit the RCSA to any expense or financial commitment without first gaining the approval of the Board or the CEO. Unless otherwise stated, all provisions in the By-Laws and volunteer handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Special Interest Groups.

Unless otherwise stated, all provisions in the By-Laws and Volunteer Handbook that relate to Region Councils apply (subject to any relevant Terms of Reference and with the necessary changes to terminology) to sub-Region Councils, Member Group Councils, Committees, sub Committees and Member Groups/Special Interest Groups.

## RCSA National Office Contact List

<b>National Office</b>		
Steve Granland	Chief Executive Officer	<a href="mailto:sgranland@rca.com.au">sgranland@rca.com.au</a>
George Lambrou	Finance & Operations Manager	<a href="mailto:glambrou@rca.com.au">glambrou@rca.com.au</a>
Martin Barnett	Ethics, Compliance & Risk Manger	<a href="mailto:ethics@rca.com.au">ethics@rca.com.au</a>
Paula Way-James	Committee Manager, Regional & Member Groups	<a href="mailto:pwayjames@rca.com.au">pwayjames@rca.com.au</a>
Pam Iverson	Governance Coordinator	<a href="mailto:piverson@rca.com.au">piverson@rca.com.au</a>
Peter Koulis	Accountant	<a href="mailto:pkoulis@rca.com.au">pkoulis@rca.com.au</a>
Jordan Cadman	Administration Officer	<a href="mailto:icadman@rca.com.au">icadman@rca.com.au</a>
<b>Membership Team</b>		
Jenny Berry	Membership Manager	<a href="mailto:jberry@rca.com.au">jberry@rca.com.au</a>
Kerry Merrett	Membership Coordinator	<a href="mailto:kmerrett@rca.com.au">kmerrett@rca.com.au</a>
<b>Marketing &amp; Communication Team</b>		
Carly Fordred	Marketing & Communications Manager	<a href="mailto:cfordred@rca.com.au">cfordred@rca.com.au</a>
Nuam Suan	Marketing & Communications Coordinator	<a href="mailto:nsuan@rca.com.au">nsuan@rca.com.au</a>
<b>Learning Centre Team- SYDNEY</b>		
Claudia Gray	Learning Centre & Major Events Manager	<a href="mailto:cgray@rca.com.au">cgray@rca.com.au</a>
Jodie Williams	Professional Development Coordinator	<a href="mailto:jwilliams@rca.com.au">jwilliams@rca.com.au</a>
John Towey	Learning Centre Service Coordinator	<a href="mailto:jtowey@rca.com.au">jtowey@rca.com.au</a>
Madeleine Stenmark	Learning Centre Coordinator	<a href="mailto:mstenmark@rca.com.au">mstenmark@rca.com.au</a>

## **Council List (As of October 2015)**

### **New South Wales**

Matthew McArthur FRCSA (Life)	McArthur
Norm Geist FRCSA	Harry Schwarz Consulting Pty Ltd
Nina Mapson Bone FRCSA	Beaumont Consulting
Jason Elias FRCSA	Elias Recruitment
Tracy Watson MRCSA	Early Learning Placements Pty Ltd
Colleen O'Neill MRCSA	O&P Recruitment Consultants
Alan Claire MRCSA	Cox Purtell Staffing Services
Carl Sagun MRCSA	ACM Healthcare
Douglas Grierson	Living Recruitment and GAP Resource Management
Emily Brewer	Talent Options
John Cooksey	Careers Multilist

### **New Zealand**

Ian McPherson FRCSA	Enterprise Recruitment
John Harland FRCSA	ERG WorkForce Ltd.
Nicola Colson MRCSA	Robert Walters
Penni Hlaca	Randstad
Kerrie Gregory	Madison Group
Shay Peters MRCSA	Robert Walters Pty Ltd
Rebecca Clarke MRCSA	Drake NZ Ltd
Janice McNab	Tradestaff

### **Queensland**

Sinead Hourigan MRCSA	Robert Walters Pty Ltd
Elizabeth Kingston MRCSA	Kingston Human Capital
Rory Herity	Ambition
Vibeke Thomsen FRCSA	Galaxy Recruitment
Natasha Olsson-Seeto	OnTalent Pty Ltd
Ben Walsh	Optimum Consulting Group Pty Ltd
Hayley Crealy	WorkPac Pty Ltd
Hamish Griffin	WorkPac Pty Ltd
Jody Fazledeen	Talentpath

## **South Australia**

Andrew Sullivan FRCSA  
Marina Pullin  
Michelle Christie  
Matthew Hobby FRCSA  
Michael Tapscott MRCSA  
Hamish Jackson  
Rebecca Ramsden  
Scott Thomas FRCSA  
Yasmine Johnson

Hender Consulting  
MCBI SA & NT Pty Ltd  
Robert Walters Pty Ltd  
Nicole Underwood Pty Ltd  
Defence Force Recruitment  
Chandler Macleod  
Entrée Recruitment  
Randstad  
Locher & Associates

## **Victoria/Tasmania**

Robert van Stokrom FRCSA  
Craig Watson FRCSA  
Phil Isard FRCSA  
Erin Devlin FRCSA  
Matthew Sampson MRCSA  
Robert Blanche FRCSA (Life)  
Stephen Noble FRCSA  
Nick Prokopiec  
Lisa Pratt  
Benjamin Jotkowitz

DFP Recruitment Services  
WatsonCollard  
Consultive  
people2people (Victoria)  
Aspect Personnel  
Bayside Group  
Australia Wide Personnel  
Searson Buck  
Talentpath  
Benneaux Recruitment

## **Western Australia**

Sarah Swiderski APRCSA  
Kurt Gillam MRCSA  
Steve Heather FRCSA  
Nick Turner MRCSA  
Paul O'Donnell MRCSA  
Caitlin Iustini MRCSA  
Matthew Iustini MRCSA  
Bronwyn Butcher  
Darryl Mills

ChoiceOne Pty Ltd  
Kelly Services (Australia) Ltd  
Mining People International  
Workforce Extensions Osborne Park  
Talent Path  
Technical Resources  
Technical Resources  
Frontline Retail  
Mills Resources

## **AMRANZ**

Corrine Taylor FRCSA  
Martina Stanley  
Alan Bell FRCSA  
Richard Taylor  
Tracy McClenaghan  
David Litkouhi  
Shaun Hughston  
Piers Hayward APRCSA  
Les McBride

International Medical  
Alecto Australia Medical Recruitment  
Bell Medical  
Wavelength International  
Charterhouse Medical  
Medical Staff Pty Ltd  
Beat Medical  
Migration Agent  
Cleveland McBride

## **ANRA**

Alan Bell FRCSA  
Danielle Wallace  
Tracey Cumbers  
Kim Estell  
Josh Hill  
Amanda Blight  
David Litkouhi  
David Stewart FRCSA

Bell Medical  
Alliance Health Services Group Pty Ltd  
Randstad  
CQ Nurse  
Heather Hill Nursing Agency  
HenderCare Pty Ltd  
Medical Staff Pty Ltd  
NSW Business Chamber

## Acknowledgement

I, \_\_\_\_\_ (Insert name), have read and understand the RCSA Councillor and Volunteer Handbook guidelines as set out in this document.

Signed

---

Date

---

*(Please return a copy of this page to Regional Council & Member Group (Committee) Manager, Paula Way-James within in 2 weeks after receiving it)*







RECRUITMENT AND CONSULTING  
SERVICES ASSOCIATION  
AUSTRALIA & NEW ZEALAND



**RECRUITMENT & CONSULTING  
SERVICES ASSOCIATION  
AUSTRALIA & NEW ZEALAND**



**Association of Medical Recruiters  
Australia & New Zealand**

---



**anra**

**Association of Nursing  
Recruitment Agencies**