

# RCSA Volunteer Guidelines Handbook



RECRUITMENT AND CONSULTING  
SERVICES ASSOCIATION  
AUSTRALIA & NEW ZEALAND

As at 18<sup>th</sup> February 2011

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## 1. RCSA Background

The RCSA is the 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 and delivering services and benefits to more than 3,500 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 views and advocate for all businesses.

## 2. 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, Regional 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 Regional Councils, working groups and member groups, individual members (including office bearers) and RCSA national office.

This document is current as at 1 January 2011, but is intended to evolve as required, according to the needs of RCSA members and the profession. It will be subject to regular review.

### **2.1 RCSA Regional Council member 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 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 Regional Council/committee (elected or co-opted) members are asked to review the guiding principles.

### **2.2 RCSA Volunteer Guiding Principles**

#### **2.2.1 Council/Committee 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
  - incur expenses as part of volunteer duties and responsibilities.

#### **2.2.2 Regional Council member responsibilities**

- To accept and promote RCSA's aims & objectives and always represent RCSA in a positive manner
- To ensure activities undertaken by the council are in line with the RCSA Strategic Plan as set by the RCSA Board
- Collaborate with other council/committee members in order to achieve RCSA goals
- To demonstrate teamwork by respecting other council/committee members & 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 Regional Council/committee resolutions (based on consensus) regardless of personal views
- Generate new ideas and concepts that meet best practice standards

- To do what is reasonably requested, to the best of their ability & fulfill individual (own) Regional Council/committee member commitments as agreed
- 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 both Council and Board discussion and deliberations
- To recognise the right of RCSA to expect quality of service from all its volunteers
- To honour any commitment made to the best of their abilities, notifying RCSA in good time should they be unable to keep that commitment
- To act with integrity and represent, with un-conflicted loyalty, 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 position to solicit or promote non RCSA related business and not utilise the council 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 Regional 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.

**NOTE: The RCSA is developing a Volunteer Recognition Policy to formalise recognition of the efforts of RCSA Volunteers. All volunteers will be provided with a copy of the policy once finalised.**

### ***2.3 Conflict of Interest***

Council/committee members must:

- Disclose to the Council actual or potential conflicts of interest which may exist or might reasonably be thought to exist between the interests of the party or its second personnel and the interests of the other parties in carrying out the activities of the Association as soon as they arise
- At the request of the 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.

## **3. ELECTION OF COUNCILORS**

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. The Council will consist of a President, Vice President and Councilors as specified in the By Laws.

RCSA Members are represented via their local councils, working groups and board. Councils/committees are the primary form of member representation. It is essential that councils be made up of members who are representative of the RCSA membership base.

A Council may delegate any of its powers and/or functions to one or more Advisory Committee/Working Group consisting of one or more Members of the relevant Council and such other Members of the relevant Region/Group as the Region/Group thinks fit. Any Advisory Committee/Working Group so formed shall conform to any regulations that may be imposed by the Board.

### **3.1 Recommended Composition of Regional Councils**

Refer to the RCSA Constitution Section 12.

### **3.2 Election Procedure:**

The RCSA Company Secretary will send out a Letter and Nomination Forms to all Corporate Members and Accredited Professionals in reference to the RCSA Regional Council elections in that Region which are to be finalised by the 3<sup>rd</sup> Tuesday in October of each year.

### **3.3 Nomination Forms**

All Members must be advised an upcoming election by the 2<sup>nd</sup> Friday in September.

Nomination forms can only be completed by those eligible to vote as follows:

- Corporate Members (voting representatives)
- Accredited Members (MRCSA, FRCSA, & MRCSA (Life), FRCSA (Life)).
- Nomination forms must be received by the Company Secretary by the 1<sup>st</sup> Friday in October.
- The Company Secretary will check nomination forms to ensure:
  - nomination forms are correctly completed
  - nominations are for Members/Accredited Professional eligible to vote
  - Nominations are by Members/Accredited Professional entitled to vote.

### **3.4 Voting Papers**

- The Company Secretary will determine by the 2<sup>nd</sup> Monday in October whether an election is necessary.
- If necessary the Company Secretary will prepare a voting paper, listing candidates in alphabetical order.
- Voting papers will be emailed to Members/Accredited Professionals eligible to vote by the 2<sup>nd</sup> Tuesday in October.
- Return date for voting papers is the last Friday in October.

Returned voting papers will be counted by the Company Secretary by the 1<sup>st</sup> Monday in November

### **3.5 Names of Region Councillors**

Composition of Regional Council to be advised by the Company Secretary to relevant Region Members.

## **4. The Role of Councils**

The role of councils is to:

- Advise the Board, on issues affecting the development of the profession and Members within its state or territory
- Foster development of recruitment professional knowledge and skills of the Members, and enhance the profile of the profession within its state or territory
- Promote the objects of the RCSA as set out in the Constitution
- To undertake activities in line with the RCSA Strategic Plan as set by the RCSA Board
- Uphold and enforce the Constitution's rules, regulations and By-laws.

More specifically the role of each Regional Council revolves around member representation, provision of feedback and advocacy.

### **4.1 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.

### **4.2 Provision of Feedback**

The Regional 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, 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.

### **Specific duties of councils include:**

- advise the RCSA National Office about education opportunities available due to local needs
- provide market knowledge input to building Association relationships and the identification of potential products, and key experts for involvement in education, seminar or other events.

### **4.3 Advocates**

Regional 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 programs of education and will represent the Association as required.

Councilors 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 organizations unless such authority is explicitly delegated to the Council through resolution from the RCSA Board either individually or as a Member of a Committee.

## **5. Regional Councils Office Bearers**

Within each council there are a number of office bearer positions which are elected by members of the individual councils. Council office bearers must be formal council members (either elected or co-opted). It is not possible for any of the following office bearer roles to be held by individuals who are not full council members.

### **5.1 The Role of Regional President**

The role of the president is to be responsible for the integrity of the process of the Regional Council, including effectiveness of meetings and the Regional Council's adherence to the policies and procedures of the RCSA. The President is elected by the Regional Councillors. It is envisaged that the normal term for a President will be for a period of two (2) years, subject to satisfactory performance.

The President shall be elected by the Council on the basis of the person's achievements and their record as a leader. The position of President will be elected by the Council at the October Council Meeting or on resignation of the current President at the next scheduled Council Meeting. Individual councils will determine their own method for election.

#### **5.1.1 President Role/Responsibility**

- Ensure proper and professional co-ordination of the tasks of the Regional Council
- As required represent the RCSA within the region
- Chair Council meetings
- Establish the agenda for the Council meetings in consultation with Vice President and the Board strategic plan

- Be the major point of contact between the Council and the CEO; be kept fully informed by the CEO on all matters which may be of interest to Regional Councilors
- Regularly review with the CEO progress on key initiatives and significant issues impacting the Region
- Allocate action items to councilors from RCSA strategic plan
- Oversee the annual process of Councilor evaluation.

### ***5.2 The Role of Regional Vice Presidents***

The Vice President/s shall be elected by the Council on the basis of the person's achievements and their record as a leader. The position of Vice President will be elected by the Council at the October Council Meeting or on resignation of the current President at the next scheduled Council Meeting. Individual councils will determine their own method for election.

#### ***5.2.1 Vice President Role/Responsibility***

- Provide a supporting role to the President in areas of representation and social responsibility
- Ensure the Council is informed of regional issues and activities
- Chair at least one major portfolio
- Regularly review, with the President, the progress on important initiatives and significant issues facing the Region.

## **6. 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 & Compensation and Workplace Relations).

Membership of working groups shall be open to all RCSA corporate members, subject to the determination of the CEO and Working Party Chairperson. There shall be only one representative per Member unless otherwise agreed to by the Working Party Chairperson. Key RCSA Supporters may be invited to participate by the Chairperson or CEO.

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 regional 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 Corporate Member representatives with specialist knowledge in the discipline area, 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.

Working Groups will meet at least twice per year with no limitation on the maximum number of meetings in each calendar year.

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 will not be maintained for Working Group meetings however, where a recommendation or observation is to be communicated to an RCSA Council or the Board a recommendation or report should be drafted and approved by the Chairperson.

The following Working Groups are in place within the RCSA at 1 January 2011:

- **Safety and Risk Working Group**
  - o Work Safety (OHS)
  - o Workers' Compensation
  - o General Insurance
- **Workplace Relations Working Group**
  - o Workplace Relations
  - o Employment Law
  - o Anti-Discrimination
  - o Prevention of Sexual Harassment
  - o Privacy
  - o Superannuation Guarantee.

### **6.1 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 group subject matter with respect to trends, issues and policy
- Make representations, on behalf of the working group, to the RCSA National Office on any policy, strategic direction or legislation issues that the Association should address
- Make recommendations to the RCSA Major Events & Education 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 group.

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

The Executive members shall be determined by the CEO.

Each financial year there will be four pre-determined telephone meetings of the Safety and Risk Working Group (National) and the Workplace Relations Working Group (National) held between 9.30am and 1.00pm. Pre-determined meetings will not be scheduled for December or January but special meetings may be called.

- One chair person 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 group.
- Special National Working Group meetings may be called for urgent matters.
- An agenda for the working group teleconference meetings will be prepared by an RCSA appointed officer or 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.

## **7. RCSA MEMBER GROUPS**

Member Groups are defined as RCSA Members whose businesses are similar in nature in function and/or specialization (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 an RCSA Member 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.

### **7.1 Existing Member Groups**

Association of Medical Recruiters Australia New Zealand (AMRANZ), the Australian Association of Nursing Recruitment Agencies (AANRA) and the Staffing Council of Australia and New Zealand (SCANZ).

### **7.2 Aim**

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.

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

### **7.3 Objectives**

- 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 Member Groups
- To increase membership of the specialist groups and RCSA
- 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 adherence and people management generally
  
- To promote the provision of recognised quality education, skills development, training and induction for all employees.

### **7.4 Member Group Council**

As required (determined by size of the Member Group) Member Groups shall be administered by a Member Group Council. Only Member Group members are eligible to join council.

Each Group shall nominate a Committee comprising:

- President/Chair
- Vice President/Vice Chair

The President/Chair and Vice President/Chair shall be elected annually and be approved by the RCSA Board.

The President/Chair of the Committee shall be a representative of a Corporate Member of Member Group/RCSA.

### **7.5 Administrative Requirements**

All activities to be conducted by Member Groups shall be approved by the RCSA Finance Manager. Activity budgets must be approved by the Financial Controller prior to activities being conducted. Member Groups shall not commit the RCSA to any expenses or disbursements without first consulting and gaining the approval of the Financial Controller.

### **7.6 Meetings**

The members of a Member Group council may meet together for conducting business, adjourn and otherwise regulate their meetings as they think fit. The Council will meet at least on a quarterly basis face-to-face or by other means. Alternatively, a Member Group meeting can be convened when the Council or the President determines and/or three Council Members call a meeting. In such situations, a minimum of seven (7) days notice must be given.

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

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

**Quorum: 70% of Member Group Council**

## **8 RCSA BOARD**

Full details regarding RCSA Board governance can be found in the RCSA Corporate Governance Manual.

### **8.1 The Role of the RCSA Board**

1. The Board of Directors of the RCSA are responsible for all matters pertaining to the running of the Association.
2. The Board of Directors will be responsible for and have the authority to determine the policy, practices, management and operation of RCSA and shall do all such things as may be necessary to be done from time to time in order to carry out the objectives of the Association. Without limiting this general role, the principle functions and responsibilities of the Board of Directors include:
  - a) setting the short, medium and long term goals of the Association;
  - b) providing direction in the context of the strategic needs of the Association;
  - c) determining the policies governing the operations of RCSA;

- d) appointing and approving the terms and conditions of the appointment of the Chief Executive Officer;
- e) reviewing and providing feedback on the performance of the Chief Executive Officer;
- f) establishing and determining the powers and functions of all committees of the Board of Directors;
- g) approving major operations plans;
- h) approving the annual budget and long-term budgets;
- i) approving all items of capital expenditure;
- j) reviewing annual progress and performance in meeting the objectives of the Association including reporting on the outcome of such reviews.

### ***8.2 The Role of the President of the Board***

The President shall be elected by the Board on the basis of the person's achievements and their record as a leader. The position of President will be elected by the Board at the first Board Meeting following the Annual General Meeting (AGM) or on resignation of the current President at the next scheduled Board Meeting.

#### **The President will:**

- chair Board meetings
- establish the agenda for the Board meetings in consultation with the Chief Executive Officer and the Executive Committee
- be the major point of contact between the Board and the Chief Executive Officer, be kept fully informed by the Chief Executive Officer on all matters which may be of interest to Directors
- regularly review with the Chief Executive Officer progress on important initiatives and significant issues facing the company
- provide mentoring for the Chief Executive Officer
- chair the Chief Executive Officer evaluation process
- commence the annual process of Board and Director evaluations
- assist the issues management team as a spokesperson, lobbyist and RCSA voice in consultation with the Chief Executive Officer.

### ***8.3 The Role of the Vice Presidents of the Board***

The Vice Presidents are to be elected by the Board of Directors. The Vice Presidents will be elected by the Board on the basis of the person's achievements and their strategic focus. The position of Vice President will be elected by the Board at the first Board meeting following the AGM or at the next scheduled meeting of the Board if a resignation is tabled.

A Vice President will:

- chair Board meetings if the President is not present within fifteen (15) minutes after the time appointed for the holding of that meeting
- the Vice President will be expected to have responsibility for a strategic portfolio high on the Board's strategic plan
- participate on Executive Committee
- provide a supporting role to the President in all areas of representation and social responsibility
- be kept fully informed by the Chief Executive Officer on all matters which may be of interest to Directors and,
- regularly review, with the President and the Chief Executive Officer progress on important initiatives and significant issues facing the company
- participate in the Chief Executive Officer evaluation process
- Vice Presidents will assist the President in the President's forum for Regions
- Vice Presidents will assist the Continuing Professional Education Chair in the CPE forum for Regions.

#### **8.4 The Role of Individual Directors**

RCSA Directors of the Board, in common with all Association Directors, have full responsibility for the overall successful operations of the Association including:

- financial operations and solvency
- all matters as prescribed by law and
- the strategic direction of the Association.

In accordance with statutory requirements, and in keeping with developments at common law, RCSA Directors of the Board will:

- discharge their duties in good faith and honesty in the best interests of the Association with the level of skill and care expected of a Director of a major Association.
- owe a fiduciary duty to the Association using the powers of office for a proper purpose, in the best interests of the Association as a whole
- act with required care and diligence, demonstrating commercial reasonableness in their decisions
- avoid conflicts of interest
- act for the benefit of the Association as a whole
- not make improper advantage of the position of Director

- not allow personal interests, or the interest of any associated person, to conflict with the interests of the association
- make reasonable enquiries to ensure that the Association is operating efficiently, effectively and legally towards achieving its goals, and
- undertake diligent analysis of all proposals placed before the Board.

Directors decide what Association matters are delegated to either specific Directors or the Chief Executive Officer and what controls are in place to oversee the operation of these delegated powers.

Directors 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 Board through resolution to the Director either individually or as a Member of a Committee.

Directors are expected to give their specific expertise generously to the company.

Directors are expected to be forthright in Board meetings and have a duty to question, request information, raise any issue, fully canvas all aspects of any issue confronting the Association and cast their vote on any resolution according to their own decision. However, outside the Boardroom, Directors will support the letter and spirit of Board decisions in discussions with Association business, members, suppliers and staff, and other parties.

Confidential information received by a Director in the course of the exercise of directorial duties remains the property of the Association from which it was obtained and it is improper to disclose, or allow it to be disclosed, unless that disclosure has been authorised by the person from whom the information is provided, or is required by law.

A Director shall, in good faith, conduct himself or herself in a manner which is consistent with generally acceptable procedures for the conduct of meetings at all meetings of the Board.

## 9. COUNCIL OPERATIONAL RESPONSIBILITIES

### 9.1 Meetings

The members of a Regional Council may meet together for conducting business, adjourn and otherwise regulate their meetings as they think fit. The Council will meet a minimum of quarterly face-to-face or by other means. Alternatively, a Council meeting can be convened when the Council or the President 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 70% of members is required (as per RCSA Constitution 9.4)

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 President, if the President is not present within fifteen (15) minutes after the time appointed for the holding of that meeting, a Vice President of the Council shall act as Chairperson or in the case of the Vice President not being present, the members shall choose one of their number in attendance to act as the Chairperson for the duration of that meeting.

There is an expectation that members 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.

### **9.2 Agendas and Minutes**

All Regional Councils meetings must have agendas and minutes. RCSA National Office will provide secretarial services for the four scheduled quarterly council meetings. Minutes and agendas for any meetings outside the four scheduled meetings will need to be taken by a nominated council representative.

### **9.3 Member Communication**

All member communication must be done 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 Manager Marketing & Communications.

### **9.4 Changes to Regional Council members**

All changes to Regional Council members and office-bearer roles must be advised in writing to the RCSA National Office Council & Committee Coordinator, within five days of the changes taking place. Changes to Regional Council composition must be noted and advised separately from any mention of these changes in meeting minutes.

### **9.5 Media**

RCSA has in place a media policy designed to maximise positive media coverage in alignment with RCSA business objectives for the purpose of increasing RCSA brand awareness, impact and influence within business, government, media organisations and the general community and prevent negative media coverage of RCSA.

The policy guidelines for relations with the 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 Manager, Marketing &

Communications. The journalist should be informed, in the first instance, that the member is not a designated media spokesperson.

### **9.6 Sponsorship**

Councils 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 councilors 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 Councilor must contact the RCSA Manager Marketing & Communications with full details of the lead. The lead will be followed up by appropriate RCSA National office staff and the council member will be advised of the outcome.

### **9.7 Requests for brochures / collateral**

To support efforts made by Regional Councils to increase membership and promote RCSA generally, promotional collateral will be made available on request.

To assist in ensuring materials are available when required all requests for membership brochures/marketing material should be addressed to the Manager Marketing & Communications, 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 & phone number for the courier delivery.

Any requests for event specific application forms and/or special membership offers should be submitted four weeks in advance for consideration, and to allow time for production and delivery.

## **10 . RCSA EVENT MANAGEMENT GUIDELINES**

The organisation and management of RCSA events is a highly skilled undertaking. In line with RCSA's strategy, RCSA events aim to be highly valued and sought after professional development activities for existing and prospective Members and in existing and new markets.

The purpose of the RCSA Events Management Guidelines is to provide:

- A guide and support for RCSA Councils and volunteers to successfully plan and manage RCSA events
- Background information about the broader RCSA requirements in conducting professional development activities
- Information and protocols to be considered when planning and executing RCSA events.

The RCSA Events Management Guidelines have been designed to provide general operating parameters for RCSA events. The guidelines outlined are intended to ensure national consistency across all regions and provide clarity around roles and responsibilities for all key parties.

## ***10.1 Roles & Responsibilities***

### ***10.1.1. Council***

RCSA Councils perform a vital role in the success of these events/programs from sourcing local speakers and providing input on topics through to generating interest at a local level in RCSA events.

The key roles/responsibilities of the RCSA councils in relation to events include:-

- Contributing to the annual planning of activities in consultation with the Education & Major Events Manager
- Supplying suggested topics and speakers to the Education & Major Events Manager for consideration
- Providing feedback on speakers and topics for local and national events
- Actively promoting RCSA events to individual networks/contacts to drive attendance
- Providing on-site event support
- Referring any leads for event sponsorship to RCSA Events team
- Promoting RCSA membership at all RCSA events

### ***10.1.2 RCSA Events Team***

The role of the RCSA Events Team is to manage the logistics, administration, and promotion of all events in a manner that optimises profitability, attendance, and reputation. Activities performed by the RCSA Events Team align with RCSA's strategic goal to provide relevant and accessible professional development and networking opportunities.

The RCSA Events Team will provide **all** logistical support for paid events, including

- Negotiating with and securing potential speakers
- Liaison and coordination of confirmed speakers
- Travel and transfer arrangements of all speakers where required
- Setting and managing budgets

- Developing and implementing the marketing plan (including coordination of all advertising)
- Sourcing, contracting & liaison for all venues
- Delegate registration & confirmation
- Preparation of name tags
- Preparation of attendance lists
- Evaluation.

## **10.2 Event Management**

### **10.2.1. Venue**

The RCSA Events team will source and contract venues for all paid events. Venue recommendations from councils are welcome however; non-RCSA staff cannot legally contract venues on behalf of RCSA and should not request venue proposals or contracts in their name.

Details of suggested venues can be submitted directly to the RCSA Events team. The RCSA Events team will investigate suggested venues and contract if suitable.

When suggesting a venue consider the following issues:

- Can the venue meet the speaker's audio visual and technical needs?
- Where are the closest car parks/transport links to the venue?
- Does the venue provide suitable access for aged and/or disabled people?
- A venue will be selected based on availability, cost, and suitability for the style of event, location, and access.

### **10.2.2. Budgets**

Once a venue has been sourced the RCSA Events team will establish a budget and set prices for the event - offering a discounted rate for RCSA members. The charge per attendee is calculated on the budgeted overall cost per head as determined by the specific event budget. This price covers all costs associated with the running of the specific event, including but not limited to: specific venue charges, equipment hire, speaker costs, catering and marketing.

As prescribed by the RCSA Board, RCSA events are required to be commercially viable. The RCSA Education & Major Events Manager reserves the right to decline suggestions/submissions for events if believed that the content and/or speaker(s) are unsuitable. Additionally, once the event is in the marketplace, the RCSA Education & Major Events Manager reserves the right to cancel the event should it be perceived that the event will not be commercially viable.

### **10.2.3 Expense Reimbursement**

RCSA council members should not incur any out-of-pocket expenses for paid events as the RCSA Events Coordinator will organise payment with the relevant suppliers prior to the event date. Should a situation arise in which an RCSA volunteer incurs any event costs, an expense reimbursement form should be submitted to the Education & Major Events Manager for approval.

### **10.2.4 Marketing & Promotion**

Publicity and promotion are essential for the success of any event. History shows that events require a minimum number of weeks of promotion in order to be a success (ideally six weeks). The guidelines outlined in this handbook allow for optimal promotion time.

### **10.2.5 Advertising**

The following forms of advertising are available for RCSA events provided that timelines are met:

- Registration page on the RCSA website and Booking Manager registration portal
- Feature in the Newshub and Newshub e-bulletin
- Event listing in Learning Centre Event Announcements
- Twitter& other social networking sites used by the RCSA.

Contact your RCSA Events Coordinator for marketing deadlines for each of the advertising mediums listed above.

### **10.2.6 Branding**

The RCSA logo is an integral component of the Association's branding strategy, which is to position itself as a brand with a market orientation, that is, that RCSA is seen to be listening to and responding to the member and stakeholders' needs. It is essential that the logo is used consistently in all printed and promotional material.

Committee members wishing to use the RCSA logo for any promotional activity are required to contact the RCSA Marketing Coordinator for approval and an appropriate version of the logo to use for their advertising medium.

## **10.3 Fulfillment**

For the event day, a registration pack will be sent to the RCSA volunteer or venue 1-2 days prior. The registration pack contains the following items:

- Event checklist
- Attendance list
- Attendee name tags
- Agenda and running sheet for each speaker
- Express post bag.

When arriving at the venue, the RCSA volunteer should introduce themselves to venue staff and consult the Event checklist to ensure that all tasks are completed successfully. An event checklist will be sent to the RCSA volunteer outlining the event details and information to assist onsite staff.

The RCSA volunteer may delegate responsibility for managing the registration desk to other members of the organising committee however they should ensure that committee members managing the registration desk are aware of, and complete, all required tasks.

At the conclusion of the presentation, the RCSA volunteer should ensure that speaker(s) and sponsors are thanked.

Once delegates have left the event, the RCSA volunteer will collect the used name tags and put these along with the marked off attendance list, and notes of any new or replacement registrations the into the express post bag provided and return to RCSA.

#### **10.4 Evaluation**

Following each event, the RCSA Events Coordinator will send delegates an electronic survey to complete.

#### **10.5 Event sponsorship**

RCSA volunteers may be exposed to opportunities to actively promote sponsorship associated with events to the corporate sector. These discussions should take the form 'qualifying' leads for the sale of sponsorship only. That is, determining whether or not the company representative they are talking with has indicated that they would like to be involved with and sponsor an RCSA event.

In a situation where an expression of interest has been raised, please contact the RCSA Events team. The lead will be followed up and the RCSA Events team or nominated RCSA National Office staff who will determine the exact opportunity available and articulate a value proposition directly to the contact. If there is consent at this point, a written agreement will be forwarded to commence the fulfillment process of the given sponsorship. The RCSA volunteer will be advised of the outcome.

## **11 RCSA National Office**

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

All communication between RCSA National office and council members (and vice versa) is to be responded to within 24 hours. If it is not possible to answer a particular query within 24 hours then acknowledgement of the query and an anticipated response time is to be provided within 24 hours.

**RCSA National Office Contact List**

Steve Granland	Chief Executive Officer	<a href="mailto:sgranland@rcsa.com.au">sgranland@rcsa.com.au</a>
George Lambrou	Finance & Operations Manager	<a href="mailto:glambrou@rcsa.com.au">glambrou@rcsa.com.au</a>
Julie Morrison	Manager Marketing & Communications	<a href="mailto:jmorrison@rcsa.com.au">jmorrison@rcsa.com.au</a>
Peter Giles	Ethics Registrar	<a href="mailto:ethics@rcsa.com.au">ethics@rcsa.com.au</a>
Pam Iverson	Regional Council Coordinator	<a href="mailto:piverson@rcsa.com.au">piverson@rcsa.com.au</a>
Kerry Merrett	Membership & APR Coordinator	<a href="mailto:kmerrett@rcsa.com.au">kmerrett@rcsa.com.au</a>
Miranda Vickis	Marketing Administration Coordinator	<a href="mailto:mvickis@rcsa.com.au">mvickis@rcsa.com.au</a>
Iris Huang	Data Base Coordinator	<a href="mailto:ihuang@rcsa.com.au">ihuang@rcsa.com.au</a>
Nirpal Singh	Web Coordinator	<a href="mailto:nsingh@rcsa.com.au">nsingh@rcsa.com.au</a>
Amanda Liu	Accounts Coordinator	<a href="mailto:aliu@rcsa.com.au">aliu@rcsa.com.au</a>
Sonia Rinaldi	Reception/Communications Officer	<a href="mailto:srinaldi@rcsa.com.au">srinaldi@rcsa.com.au</a>

**SYDNEY OFFICE**

Claudia Gray	Education & Major Events Manager	<a href="mailto:cgray@rcsa.com.au">cgray@rcsa.com.au</a>
Christina Pargeter	Learning Centre & Events Coordinator	<a href="mailto:cpargeter@rcsa.com.au">cpargeter@rcsa.com.au</a>

## 12 RCSA BOARD, COUNCILS, WORKING GROUPS, MEMBER GROUPS

### RCSA BOARD

Lincoln Crawley <i>APRCSA</i> <b>President</b>	Robert Van Stokrom <i>APRCSA</i> <b>Vice President</b>	Helen Olivier <i>APRCSA</i> <b>Vice President</b>
Jacqui Barratt <i>APRCSA</i>	Denis Dadds <i>APRCSA</i>	Peter Langford <i>APRCSA</i>
Laura Mabikafola <i>APRCSA</i>	Matthew McArthur <i>MRCSA (Life)</i>	Jan Spriggs <i>APRCSA</i>

### NEW SOUTH WALES REGION COUNCIL

Matthew McArthur <i>MRCSA (Life)</i> <b>President</b> <b>RCSA Director</b>	Winsome Bernard <i>APRCSA</i> <b>Vice President</b>	Phillip Duncan
Norm Geist <i>APRCSA</i>	Tracy Morgan <i>APRCSA</i>	Deborah Ross <i>APRCSA</i>
Michael Sacco	Linda Simonsen <i>APRCSA</i>	

### NEW ZEALAND REGION COUNCIL

Steve Kennedy <i>APRCSA</i> <b>President</b>	Jacqui Barratt <i>APRCSA</i> <b>RCSA Director</b>	Gay Barton
Geoff Densen <i>APRCSA</i>	Kris Hope Cross <i>MRCSA (Life)</i>	Leigh Johnson <i>APRCSA</i>
Andrew McComish	Ian McPherson <i>APRCSA</i>	Mia Ryan <i>APRCSA</i>
Alan Sherlock		

**QUEENSLAND NORTHERN TERRITORY REGION COUNCIL**

Denis Dadds *APRCSA*  
**President**  
**RCSA Director**

Claire Benfield

Roslind Brown *APRCSA*

Charlie Duncan *APRCSA*

Peter Hill

Rhonda Thorburn *APRCSA*

**SOUTH AUSTRALIA REGION COUNCIL**

Scott Thomas  
**President**

Laura Mabikafola *APRCSA*  
**RCSA Director**

Angela Giacoumis

Pam Hewett

Matthew Hobby

Nick Stillwell

Mick O'Neill

**VICTORIA TASMANIA REGION COUNCIL**

Robert Van Stokrom *APRCSA*  
**President**  
**RCSA Director**

Stephen Noble *APRCSA*  
**Vice President**

Phil Isard *APRCSA*  
**Vice President**

Ross Fisher *FRCSA (Life)*

Robert Blanche *MRCSA (Life)*

Stephen Porter *APRCSA*

Eric Rybar *APRCA*

Bianca Witkin

**WESTERN AUSTRALIA REGION COUNCIL**

Peggy Strudwick-Brown *APRCSA*  
**President**

Scott Van Heurck *APRCSA*  
**Vice President**

Jan Spriggs *APRCSA*  
**RCSA Director**

Kate Duncan *APRCSA*

Bunty Paramor

Juliet Magee *APRCSA*

Juliana Shearn

Jan Rose

**ACT SUB REGION COUNCIL**

Alison Guy-Ritchie <b>President</b>	Keith Cantlie	John Malkovich
Gary Hanson	Phyllipa Ward	Tony Hancock

**SAFETY & RISK WORKING GROUP**

Charles Cameron	Dennis Dadds <i>APRCSA</i> <b>RCSA Director</b>	Robert Blanche <i>MRCSA (Life)</i>
Norm Geist <i>APRCSA</i>	Glenn Arnold	Geoff Cooper
Cameron Cranstoun	Wayne Fleming	John Perra
Diane Rumley	David Sagar	Nick Daly
Gabe Bresolin	Jo Compson	Graham Moss
Gabriella Biguini	Megan Casey	Jacqueline Forgan
Russell Fletcher	Bill Dalby	Claire Benfield
Bev Parrott	Troy Ready	Teri Gardiner
Quentin Hearn	Con Fourkiotis	Grant Edwards
Mark Knowles	Martin Kettleton	Margaret Harris
Hollie Rowsell	Dianne Ryle	Richard Glover
Michael Hammond	Karen Horne	

**WORKPLACE RELATIONS WORKING GROUP**

Charles Cameron	Chris Dancey	Paul Cannell
Norm Geist <i>APRCSA</i>	Cristina Ingleby	Jennifer Hunt
Ross Fisher <i>FRCSA (Life)</i>	Daniel Collingwood	Faz Zamani
Johan van Maanen	Theresa Moltoni	Nicky Mackie
Paul Duckett	Sylvia Kaczmarek	Renato Marasco
Peter Melhuish	Jessica Blomfield	Amanda Zienel

**RCSA MEMBER GROUPS**

**AMRANZ**

Ron Crause <b>President</b>	Corrine Taylor <b>Vice President</b>	Alan Bell
Melissa Bennett <i>APRCSA</i>	Joanne Burton	Shaun Hughston
Pauline Moore	Roslyn Melrose	

**AANRA**

Danielle Wallace <b>President</b>	Margaret Scott <i>OAM</i>	Graham Bower
Lina Cornell	Kim Estell	Nigel Woolford
Alan Bell	Michael Kemp	Wil Wilhelm