

Roles and Responsibilities of Management Committees

President / Chairperson

- Ideally know more about the day to day running of the organization and thus be able to give more support to the senior worker (takes place through supervision).
- Be the official spokesperson (this role may be delegated to another person).
- Usually signs official documentation eg policies, contracts, letters to workers, is a bank signatory etc.
- Shows leadership / with other committee members, holds the Vision / culture of the organization.
- Ensures policies and procedures are developed (may to delegated to staff), ratified, implemented and regularly reviewed.
- Ensures terms of reference for sub-committees and working parties are established / including reporting mechanisms.
- Oversees the development of annual strategic planning and review processes.

Within meetings the President usually:

- Chairs the meeting including leading the meeting through the agenda, keeping the discussion on track, encouraging broad participation, keeping to time limits. If meeting gets bogged down on an issue, they may suggest an alternative way to problem-solve the issue (eg a working group investigates the matter and report back at the next meeting).
- Develops the agenda with secretary, ensures the agenda is prioritized with time limits.
- Makes sure the meeting / organization adhere to legal requirements under the constitution (eg quorums).
- Ensures the secretary has recorded decisions, amendments et
- Ensures other committee members carry out their roles & redistributes work where there seems to be an overload.
- Signs the minutes as a true and accurate record of meetings for the Minutes book.

Generally Presidents do not:

- Move motions.
- Vote (depending if this is outlined in the Constitution or not, sometimes they may have the casting vote, or if a consensus model of decision-making is preferred, they instigate another process for problem-solving the issue eg the matter requires further investigation / a working party is established / the decision can be postponed till this work is done).

Vice President / Chairperson

- The President / Chairperson's role is quite large, so the Vice President assists the President / shares the load.
- Fills in when the President is unavailable.
- Establishes an effective and constructive working relationship with the President.
- May be learning the role, to become the organisation's next President (succession planning).

Secretary

Roles and Responsibilities of Management Committees

- Assist the President to ensure the organization meets the requirements as specified in the Constitution and the Associations Incorporations Act 1987.
- Assist in the preparation of the agenda for the committee meetings (if a senior worker is employed, in conjunction with them).
- Ensures accurate minutes of all meetings are taken (including sub-committees / working groups), distributed, and appropriately filed.
- Present incoming / outgoing correspondence (a mail register), bringing to the attention of the meeting any correspondence of an urgent nature.
- Action correspondence assigned to the Secretary.
- Assist with the AGM preparations.

Treasurer

- Ensures all financial records are accurately maintained and kept safe (incl. I.T. systems password protected and regularly backed-up).
- Ensure effective and efficient financial systems are in place.
- Ensures all contracts (eg service agreements with funding bodies) operate within guidelines and meet the requirements of respective funding bodies.
- Ensure compliance with legal requirement eg ATO
- Ensures monthly financial reports are produced and presented at committee meetings.
- Encourage committee members to raise concerns and clarify points of understanding in relation to financial reports before they approve reports (the whole committee is responsible for the finances not just the Treasurer).
- Ensure an annual audit is prepared and submitted to members at the AGM.
- In conjunction with program coordinators & financial administration workers, assist with annual budget/s preparation. Monitor budget/s.
- Chair finance sub-committee.
- Ensure insurances are adequate and up-to-date.
- Keep informed / make recommendations about new and emerging issues impacting on the financial status of the organization.

Ordinary Committee Members

- Attend meetings and actively participate in making decisions
- Read reports and other documents prior to committee meetings.
- Support and ensure executive committee members are carrying out their duties.
- Participate in sub-committees / working groups.
- Attend to other tasks as they arise.

All Executive and Ordinary Committee Members

- Ensure the organization meets the requirements as specified in the Constitution and the Association Incorporation Act 1987.
- Exercise your fiduciary duties to act “**with reasonable skill, care and diligence, and to act in good faith**” – **not to misuse positions or information they obtain in their roles, and by loyal** eg avoid conflicts of interest (declare potential conflicts of interest at meetings) and to only wear one ‘hat’ at a time.

Roles and Responsibilities of Management Committees

- Assist with recruiting new committee members.
- Ensure organizational decisions are based on principles of good practice eg open and transparent discussion; raising concerns in a timely fashion; listening to other's points of view to understand their particular perspective.
- **Accountability:** Management committee's have power, but they are also stewards, so therefore are ultimately accountable for all aspects of the organisation. The basics (bottom line) of Accountability include – that everyone on the committee **understands the organisation's services**; and that everyone on the committee **understands the finances**.
- **Understanding the finances** includes: knowing if the organisation is trading insolvent eg continuing to do business when there are reasonable grounds to expect your organisation is unable to pay its debts when they are due. The law says that a committee member is expected to be capable of understanding the financial affairs of the organisation. Q: How would we know we are insolvent? A: through financial monitoring of: cash flow; monthly profit and loss; and balance sheet (what we own and what we owe). If everybody on the committee isn't confident in their abilities to read the financial reports, they should be trained to do so.
- Ensure programs operate within funding guidelines and meet the requirements of the respective funding bodies.
- Ensure the organization is compliant with all legal requirements eg worker's Awards, ATO, Incorporations Act, Privacy legislation etc. An annual "Compliance Calendar" which lists all the legal requirements etc, plus a standing agenda item "compliance responsibilities" can be helpful. A "Schedule of Delegations" may also help the committee and staff understand what duties are completed, including who should do the preparation for these tasks; what processes should be followed; and who should approve these tasks. These may be for the financial tasks, or more broadly all tasks that could place the organization in legal difficulties if they are not completed appropriately and in a timely fashion.
- Commit to work towards resolving any conflicts that may occur in a respectful and relational way.
- Participate in developing a 'culture of candor' in the organization. By asking respectfully, questions and clarifying any business matters. **Openness to have a discussion –** accountability also means that it's necessary to have an openness to discuss matters that we are concerned about; (it's ok to ask staff the hard questions or to make them feel a little uncomfortable, because committee members are ultimately responsible). Unfortunately, in relation to governance, a few rotten apples have abused power, so accountability has increased for all.