

Australian Professional Snowsport Instructors Inc. Board of Directors Meeting Minutes

30 November 2015 via Skype.

Attendance

Present

Mark Dixon, Richard Jameson, Tom Hodges, Michal Bierczynski, Andrew Rae, Deborah Meehan, Adam Federico and Warren Feakes.

Apologies

Richard Hocking and Nigel Mills.

Secretary

Alexia Colville.

Meeting Opened

The chair, Mark Dixon, declared the meeting open at 2:07 pm.

Approval of Minutes

The minutes of the board meeting held on 29 September 2015 were adopted.

Review of Action Items

Status of action items from the previous meeting were reviewed.

Item	Responsible	Due Date	Status
Research top level, private instructor rate at snowsport schools.	Nigel	31/10/2015	No longer needed
Budget submissions, for 2016 to 2019, to be emailed to Treasurer. <i>Budget submissions received by Treasurer and summarised for board.</i>	All	31/10/2015	Complete
Quote for non-member app.	Andrew	31/10/2015	Complete
Research if same style uniform available. <i>Quote received, included in budget submissions.</i>	Andrew	31/10/2015	Complete
Research options and costing of upgraded website platform.	Andrew	31/10/2015	In Progress
Email countries from Interski that problem with app access fixed.	Lexi	31/10/2015	In Progress
Develop a business case (budget submission) form. <i>Developed and distributed to Board members for completion.</i>	Deborah	31/10/2015	Complete
Forward details of incident to snowsport school director's representative.	Andrew	31/10/2015	Complete
Update TD contact details on website.	Lexi	31/10/2015	In Progress
Contact directors on behalf of APSI regarding employee conduct toward APSI. <i>Between APSI & Member</i>	Nigel	31/10/2015	Complete
Develop app feedback survey and encourage users to submit feedback. <i>Feedback form developed and advertised to members through facebook. Feedback received from members.</i>	Lexi	1/11/2015	Complete
Support app through full page ad in printed snowpro. <i>Included in SnowPro.</i>	Lexi	1/11/2015	Complete
Update selection criteria and application process for Sodergren Scholarship.	Lexi	1/11/2015	Complete

Agenda Items

Strategic Plan

Board discussed benefits of developing an APSI strategic plan.

Action Item: Board to submit comments to General Manager regarding their 'vision' for APSI by 28 February 2016.

Corporate Membership

Corporate Member logo and guidelines has been developed and approved by the Board. Board discusses pricing structure for organisations that wish to join APSI as a corporate member/ advertise using APSI corporate member logo.

Action Item: Richard Jameson to benchmark corporate / school membership pricing against similar products with PSIA and email to board by 1 December 2015.

Action Item: Michal Bierzynski to contact snowsport schools for their view on pricing for corporate membership.

Budget Priorities

Treasurer advises Board that ~\$80,000 of requested budget submissions received for 2016 – 2019 and that the majority have been included in 2016 and it is not affordable to include all in the first year. Therefore, submissions need to be prioritised and spread out over time. Board discusses budget submissions and orders them from highest to lowest priority.

Board votes that items up to \$200 can be purchased immediately by office or board member after email approval from General Manager.

Board votes that General Manager may purchase a replacement laptop, up to \$2000 before end of December 2015.

Action Item: Treasurer to revise budget submission request spreadsheet and forward to board for further discussion.

Review Wages

See attached document, draft 2016 pay policy.

General Manager reviews document for board members.

Treasurer clarifies that if board adopts new pay policy forecast revenue for 2016 will not be positive. However, treasurer and general manager are conservative in their forecasting, providing a worst case scenario. Also, it is important for APSI to have a formal pay framework in place and to remunerate trainers appropriately. Change represents approximately \$15,000 extra cost annually for APSI. General Manager suggests that APSI can afford increase based on current course/exam pricing, but should be reviewed at the end of season 2016.

Richard Jameson suggests course and exam hours / day should be the same, rather than 7 and 8 hours respectively. General Manager explains that cost estimate was based on an 8 hour day for all events irrespective of it was a course or exam.

Board votes that trainers should be paid based on an 8 hour work day.

Richard Jameson suggests that Technical Directors should receive an additional \$25 / day on their daily wage for additional responsibilities, irrespective of the individuals' experience as a Technical Director.

Board votes that Technical Director's allowance will be set at a flat rate of \$25 per day.

Richard Jameson suggests that Table 3 should be amended to 1 – 10 days (flat rate) and then 11 days plus at an extra \$20 / day.

Board votes that Table 3 will remain as in the draft.

Board discusses Table 4 – meal allowances.

Board votes that Table 4 will remain as in the draft.

Board discusses office employee wages.

Board votes in favour of office personnel wages as recommended in draft pay policy.

Board are otherwise satisfied with proposed remuneration framework.

Board votes in favour of new remuneration framework, as recommended in draft pay policy, with changes listed above.

Action Item: Treasurer to revise draft pay policy with agreed changes and forward to APSI office for implementation.

2016 Course and Exam Prices

All in favour to leave prices as is for this year.

Show at AGM costs increased but not course costs.

Other Business

No other Business

Next Meeting

The next meeting of the Australian Professional Snowsport Instructors to be advised. Before the AGM June 8th or 9th 2016, or earlier if needed.

Adjournment

There being no further business, the meeting was adjourned by the chair at 3:25 p.m.

Action Item List

Item	Responsible	Due Date
Research options and costing of upgraded website platform.	Andrew	31/10/2015
Email countries from Interski that problem with app access fixed.	Lexi	31/10/2015
Benchmark corporate / school membership pricing against similar products with PSIA and email to board	Richard J	1/12/2015
Contact snowsport schools for their view on pricing for corporate membership.	Michal	1/12/2015
Set up cost centres in quickbooks.	Deborah	1/01/2016
Revise budget submission request spreadsheet and forward to board for further discussion.	Deborah	1/02/2016
Revise draft pay policy with agreed changes and forward to APSI office for implementation.	Deborah	1/02/2016
Submit comments to General Manager regarding their 'vision' for APSI	ALL	28/02/2016
Discuss level two training (APSI v. in-house) with directors.	Nigel	1/05/2016
Develop a plan for higher level adaptive certification	Tom H	1/05/2016
Improve adaptive trainer pathway.	Tom H	1/05/2016
Explore options to increase participation in nordic and telemark courses.	TDs	1/06/2016
Develop adaptive training resources.	Tom H	1/06/2016
Create snowboard level one training guide for trainers.	Adam	1/06/2016
Film level four demo DVD footage.	Adam	1/06/2016
Long member discounts.	Andrew	1/06/2016
Review nordic/adaptive/telemark recall options	TDs	1/06/2016
Research producing electronic nordic manual	Warren	1/06/2016

Follow up with Ant Hill regarding A. Dunstone case.	Andrew	1/06/2016
Investigate investment options.	Deborah	1/06/2016
Contact bank about changing Interski account type.	Deborah	1/06/2016
Change pick-up manual order spreadsheet.	Lexi	1/06/2016
Research designs and quotes for production of board member name tags.	Tom H	1/06/2016
Opportunities for revenue growth to be emailed to General Manager.	All	Ongoing
Review coaching pathway.	Andrew	Ongoing
Investigate further opportunities to advertise APSI level one training.	Andrew	Ongoing

Attachment A

APSI Remuneration Framework - DRAFT

Background

The amount of money spent on pay and employee benefits can often account for the largest part of an organisation's expenditure. The APSI, operating in a competitive industry, is not able to match the remuneration provided by private sector organisations/resorts; rather it aims to be externally competitive and internally fair. The APSI relies on its international and national reputation for excellence to attract and retain the highest calibre of snowsport instructor and examiner.

This framework articulates the principles the APSI applies to determining remuneration to employees.

Framework Intent

The APSI is committed to equitable and fair pay practices and ensures that payments to employees comply with all applicable laws and acts. Superannuation will be paid in accordance with the legislation.

The intent of the APSI remuneration framework is to:

- Provide a fair rate of remuneration to trainers and other APSI employees
- Provide sufficient remuneration to retain high performing trainers and employees
- Recognise trainers who train or examine for the APSI for more than 10 days in the season
- Provide a mechanism for regular review of remuneration rates, and
- Reduce the administrative (payroll) burden.

Who and what does this framework cover?

The scope of this remuneration framework includes APSI employees, whether working full or part time, seasonal/contract personnel (known as "trainers") and trainers working for the APSI in Japan or other countries.

This framework does not include remuneration to:

- members of the Board of Directors (Board members serve on a volunteer basis), or
- Interski coach, manager, team members and any other Interski supporters.

This framework outlines the basis for APSI employee pay decisions and timeline for pay reviews. The framework compensates Technical Directors for the additional responsibilities

associated with these senior technical roles and sets the levels of reimbursement for all trainers for reasonable 'out of pocket' expenses associated with their work at the APSI.

Benchmarks

In addition to complying with the National Minimum Wage Order and the superannuation guarantee, to assist the APSI to set fair salaries and wages in accordance with the principles above, rates of payment will be benchmarked as follows:

1. Office personnel – the General Manager (GM) and the Office Administrator (OA)

Remuneration for these staff is benchmarked against the Australian Public Service Commission (APSC) enterprise agreement. From 1 January 2016, remuneration will be benchmarked as follows:

- I. General Manager - APS5.3, and
- II. Office Administrator - APS2.3 rate.

2. Trainers

Trainer wages will be set in consideration of the Alpine Resorts Award 2010 or the version current at the time of a remuneration review, Instructor Category A. Level of trainer qualification will also be considered; trainers with higher qualifications receiving a higher rate of pay, whether daily or hourly.

Remuneration Reviews

Remuneration rates for trainers and other employees will be reviewed annually at the end of season meeting of the Board of Directors. The review will consider the relevant benchmarks, movements in the Consumer Price Index and affordability for the APSI.

The annual review does not suggest or promise that remuneration rates will be increased in line with any increases to the benchmarks.

Remuneration Framework

The following section outlines the remuneration framework. Specific rates of pay and allowance are shown in the Remuneration Schedule below, and may be updated annually.

Trainers

1. Trainer remuneration will be compliant with the National Minimum Wage Order for employees 21 years and over, updated annually by the Fair Work Commission.
2. Hours of work will be stipulated in the employment contract and may be less than the standard working week of 38 hours.
3. Trainers will be paid a daily rate or an hourly rate as per the employment contract.
4. A standard working day is considered to be 7 hours for training and 8 hours for examinations/assessments.

APSI office personnel and other employees

1. Current office personnel are the General Manager and the Office Administrator.
2. Staff remuneration will be compliant with the National Minimum Wage Order for employees 21 years and over, updated annually by the Fair Work Commission.

3. Hours of work are as stipulated in the employment contract, agreed by the Board of Directors, and may be less than the standard working week of 38 hours.

Implementation

The Treasurer, with the assistance of the OA, will provide up to date information to the Board of Directors to enable the remuneration and allowances to be reviewed annually by the Board of Directors at its end of season Board meeting.

Changes to the remuneration rates and allowances must be agreed by a majority of the Board of Directors.

The Office Administrator will be responsible for ensuring changes to the remuneration rates and allowances are implemented through the payroll system to facilitate correct payment to trainers and employees.

Framework Review

3 years from the date of approval

Approval

Signed by _____

Date _____

Remuneration Schedule

Table 1: Trainer Remuneration Rates for 2016 season¹

Level of qualification	Daily rate Courses²	Daily Rate Examinations³	Equivalent Hourly rate (2016)
Rookie	\$152	\$152.00	\$21.72
One	\$175	\$200.00	\$25.00
Two	\$185	\$211.44	\$26.43
Three	\$207	\$236.57	\$29.57
Four	\$250	\$285.71	\$35.71

Table 2: Technical Director Allowance

Years of service in a TD role	Per day allowance
1	\$5

¹ Table 1 rates are to be updated in accordance with 'preseason' changes to the National Minimum Wage Order.

² These rates relate to a 7 hour day for on-snow courses and training and an 8 hour day for on-snow exams.

³ These rates relate to a 7 hour day for on-snow courses and training and an 8 hour day for on-snow exams.

2 - 4	\$15
5+	\$25

Table 3: Allowances for days training/examining in the season⁴

Days training	Per day allowance
1 - 10	Base/daily rate
11-20	\$10 per day
21+	A further \$10 per day (\$20 per day total)

Table 4: Meal Allowance⁵

Meal Allowance	Allowance
Lunch	\$25
Dinner	\$30
Total per day - maximum	\$55

Table 5: Travel Allowance Rate

2016
0.38 c/km
\$10 / hour or by the ½ day

Table 6: Reimbursable distances and times between resorts

From	To	Kilometres one way	Time one way (hours / days)
Jindabyne	Perisher	37	0.5 Hr
	Thredbo	40	0.5 Hr
	Falls Creek	377	0.5 Day
	Hotham	414	0.5 Day
	Buller	492	0.5 Day
	Selwyn	130	2.0 Hrs
	Ski Tube	25	0.5 Hr
	Charlotte Pass	37	0.5 Hr
	Adaminaby	90	1.5 Hrs
Falls Creek	Hotham	110	2.0 Hrs
	Buller	280	0.5 Day
Buller	Hotham	275	0.5 Day

Office personnel

From 1 January 2016, remuneration will be paid to office personnel as follows:

⁴ This allowance is not cumulative. Previous experience and number of days worked in previous seasons do not count towards payment of this allowance. Office staff are not eligible for this allowance.

⁵ This allowance applies to office staff when travelling on business on behalf of the APSI.

1. General Manager - APS5.3 rate, [REDACTED] per annum (with no leave loading on top). This salary does not include any bonus, stipend or other payment to the GM in relation to Interski responsibilities.
2. Office Administrator - APS2.3 rate, [REDACTED] or [REDACTED] per hour for hours worked, with no leave loading. This equates to approximately [REDACTED] per annum on the current part time regimen worked by the OA.
3. Office personnel are eligible for reimbursement for travel and meals at the same rate as Trainers when undertaking APSI duties away from the Jindabyne office.