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Australian Professional Snowsport Instructors Inc.

Board of Directors Meeting Minutes
23 June 2018
Rydges, Jindabyne NSW

Present

Anthony Hill, Andrew Rae, Deborah Meehan, Adam Federico, Warren Feakes, Richard Hocking, Tom Hodges, Adam Hosie, Michal Bierczynski, Richard Jameson, Dive Burton (via Skype)

Apologies

Adam Hosie

Secretary

Alexia Colville

Meeting Open

The chair, Anthony Hill, declared the meeting open at 9:12 am.

Agenda Items

Strategic Plan

Board discussed priorities and goals for the association arising out of yesterday's discussion of strategic matters. The key priorities identified were:

- Communication
- Member Benefits
- Growth
- Staff

Japan

The Board discussed current APSI operations in Japan. The following main points were raised:

- Identified threats to APSI growth and operations in Japan.
 - o Visa situation in Australia – currently, individuals on sponsored visas are not allowed to take time off work to train. May lose international candidates switching to or training with APSI in Japan if they realise they can't further their training in Australia.

- Other organisations are actively marketing their training and courses internationally (Japan). APSI offers this through external providers that link in with the association.
- There needs to be a separate growth strategy for Japan versus Australia
- Setting calendar for Japan early will assist registrations.
- Japan training helps to retain members at level 3 and 4 as there are additional training and exam opportunities.

Opportunities in China

The board discussed potential opportunities to work in China.

- There are concerns regarding the risks related to operating in China, no regulation
- Growth opportunity will drop off after Olympics
- A better avenue may be to offer to assist to China to set up their own association

Policies

Several policies that need to be updated or written were identified. In the first instance:

- Remuneration policy
- Terms and conditions of employment
- Grievance procedure (to be included in by-law update)

Action Item: Treasurer to approach Lloyd Meehan to assist with drafting a grievance policy.

Governance

Adam Hosie joined the meeting via Skype.

Board structure is recognised as an issue that impacts on the governance of the association as the structure has not evolved over time as the APSI has grown. The current structure creates conflicts of interest from employees holding board roles.

The board considered how best to restructure the board and revise the constitution in line with any new structure. The following points were raised during the conversation:

- Important to include in revised constitution how conflicts of interest are managed.
 - Perhaps through a clause in the constitution or an instructional manual/ direction for dealing with conflicts of interest
- Best practice, independent board members with a broader range of skills will foster improved decision making and governance.
- Diversification of the board is required. Allow positions for ordinary members on the board, listed in constitution.
 - This allows the APSI to recruit board members with specific skill sets that are needed and to tap into expertise to support the work that the association needs done
- Employees should be presenting reports to board to inform decisions.
 - The General Manager needs to be working with the board. GM role could be either an advisory or voting position. e.g. ex-officio without voting rights.
- Technical Director and discipline representation is important, but the lack of specific business skills and knowledge is a weakness of the board in its current composition.
 - No employee representation on the board may be too removed from daily operations and input from the Technical Directors is important for informing the direction of the association.
 - Risk of smaller disciplines being left behind or forgotten without representation on the board

- o Establishing a technical operational committee, advising to the board, may overcome these issues.
- o Removing TD positions from the board will remove the membership vote requirement for those roles (elected positions) and allow for a merit selection process.

Action Item – President, Nordic Director, Snowsports Director and Treasurer will form a working group to prepare a draft constitution for review 2 weeks prior to the end of season meeting

Adam Hosie left the meeting at 3:00 PM.

Interski Fund

A question was raised regarding the separation of Interski and APSI funds and whether there is a way to set up some form of foundation that is for Interski only. At this stage that is not possible as APSI, the entity, is the member of and invitee to Interski.

The General Manager advised that currently the budget is on track to fund the team travelling to Bulgaria in 2019.

The board discussed wages for team members during the event and whether that is paid during the event or on return the following year.

It was suggested that Technical Directors should be paid to attend the event from APSI rather than the APSI's dedicated Interski Fund (bank account).

The board discussed sponsorship from ASAA, particularly in regard to flight reimbursements for team members returning to resorts as it is important for ASAA to see a return on their investment.

Wages & Remuneration

Updated Job descriptions are required for Office Administrator and General Manager roles.

- Key strategic objectives are required to rewrite job descriptions
- Quantitative measures of performance should be included
- Office staff require direction from the board on which work areas are priorities

Action Item: General Manager to review Office Administrator job description.

Role evaluations

The board discussed the method proposed by the Treasurer in the prior day's meeting. The Treasurer reiterated that the purpose of the role evaluation is to assess job value to inform baseline wages and that performance management needs to be separated from job value. The board decided that role evaluation scores need to be agreed and to work through the role evaluation tool as a group for the APSI office staff.

Role evaluation, Office Administrator

The board performed a role evaluation of the office administrator role using the APSC role evaluation tool: <https://www.apsc.gov.au/part-4-role-evaluation-tool>

The President and Snowsports School Representative declined to participate in the evaluation.

Office Administrator	Hodges	Federico	Zaharias	Rae	Hocking	Jameson	Meehan	Average
Knowledge application	10	10	8	10	8	8	10	9.14
Accountability	8	6	8	10	8	7	10	8.14

Scope & Complexity	8	8	8	8	8	8	10	8.29
Guidance	10	10	10	10	10	10	10	10.00
Decision-making	8	8	8	8	8	8	10	8.29
Problem solving	12	10	10	12	10	10	12	10.86
Contacts & Relationships	10	9	10	10	10	8	10	9.57
Negotiation & Cooperation	8	8	8	8	8	8	8	8.00
Management responsibility	6	5	6	6	6	5	6	5.71
TOTAL SCORE/144	80	74	76	82	76	72	86	78.00

Based on the results of the role evaluation and using the methodology proposed by the Treasurer in the previous day's meeting, the following motions were made:

Motion 1:

That the Office Administrator's baseline wage be increased to [REDACTED] annually.

6/8 yes. Motion carried. The Treasurer abstained from voting due to conflict of interest.

Motion 2:

That the current Office Administrator is paid a loading of 1.5% in recognition of length of service, experience, innovation and value-add to the APSI. To bring the current Office Administrator's salary to [REDACTED] paid pro rata in accordance with hours worked.

5/8 yes. Motion carried. The Treasurer abstained from voting due to conflict of interest.

Role evaluation, General Manager

The board performed a role evaluation of the office administrator role using the APSC role evaluation tool: <https://www.apsc.gov.au/part-4-role-evaluation-tool>

General Manager	Hodges	Hill	Federico	Zaharias	Burton	Hocking	Jameson	Meehan	Average
Knowledge application	14	14	14	14	14	14	12	16	14.00
Accountability	12	12	12	12	12	14	14	14	12.75
Scope & Complexity	14	12	14	14	14	14	12	16	13.75
Guidance	12	12	12	14	14	14	14	16	13.50
Decision Making	14	12	13	14	14	14	14	14	13.63
Problem Solving	14	12	13	14	14	14	10	16	13.38
Contacts & Relationships	14	14	14	16	16	16	14	16	15.00
Negotiation & Cooperation	14	12	12	14	14	12	12	16	13.25
Management responsibility	12	14	14	12	14	14	12	14	13.25
TOTAL SCORE/144	120	114	118	124	126	126	114	138	122.50

Based on the results of the role evaluation and using the methodology proposed by the Treasurer in the previous day's meeting, the following motions were made:

Motion 1:

That the General Manager's wage be decreased to [REDACTED]

Unanimous. Motion not carried.

Motion Two:

That the General Manager receive a loading of 1.5% per 5 years of service (total 4.5%) in recognition of his extensive length of service, experience, innovation and value-add to the APSI on top of the baseline wage.

Unanimous. Motion carried.

Motion Three:

- (a) The 4.5% loading should be applied to the new baseline wage of [REDACTED] p.a., to bring the total salary to [REDACTED]

- (b) The 4.5% loading should be applied to the General Manager's current baseline wage of [REDACTED] p.a., to bring the total salary to [REDACTED]

4 votes for option (a) and 4 votes for option (b).

The President exercised his right to the casting vote and the motion as written in option (a) was carried.

The General Manager was informed of the decision regarding the GM role evaluation and subsequent lowering of the baseline wage to [REDACTED], which, with the loading added, increased his wage by approximately [REDACTED] p.a.

Andrew expressed his disappointment in the decision made and stated that he feels undervalued and unappreciated by the outcome. He stated that, rather than reflecting the requirements of the job, the scores given to the criteria in the evaluation reflected unspoken allegations of his under-performance, and that at no time has he been offered a performance review or opportunity to understand and address concerns.

Meeting Close

Action Item Review

Next Meeting

The next meeting of the Australian Professional Snowsport Instructors will be held after the Winter season. Dates to be determined.

Adjournment

There being no further business, the meeting was adjourned by the chair at 4:40 p.m.