



Email: apsi@apsi.net.au

Post: PO Box 131

Jindabyne, NSW 2627

Phone: +61 2 64561255

Board of Director Meeting Minutes

26 October 2018

Sport and Recreation, Jindabyne NSW

Present

Anthony Hill, Andrew Rae, Deborah Meehan, Richard Jameson, Adam Federico, Richard Hocking, Adam Hosie, Dive Burton

Apologies

Tom Hodges, Zac Zaharias

Secretary

Alexia Colville

Meeting Open

The Chair, A. Hill, declared the meeting open at 9:08 am.

Approval of Minutes

D. Burton proposed that the minutes of the Board meeting held on June 22nd and 23rd 2018 be adopted. Seconded: R. Hocking. Motion carried.

Agenda Items

General Manager's Report

See attached report. A. Rae provided an update on APSI operations and made several recommendations to the Board. The main points raised were:

- Increase in participation has led to increased workload for all employees. Continued growth and quality of product is not sustainable with current human resources. Recommendations:
 - Employ an additional part-time office staff member
 - Create full time seasonal positions for alpine and snowboard technical director's and two alpine trainers
 - Continue to outsource as required (e.g. graphic design, technology design/ support, app)
- Communication and team work on project can be improved. Recommendations:
 - Increase/ improve use of Teams software
 - Scrum Master training for General Manager
 - Treasurer recommended that meeting protocol be improved

Motion: SCRUM Master training course for General Manager. Approved.

Alpine Technical Director's Report

See attached report. R. Jameson provided an update on alpine operations and made several recommendations to the Board. The main points raised were:

- Human Resources:
 - o Trainer wages should be reviewed.
 - o Requirement for additional human resources and less volunteer work (particularly demo team on spring sessions and technical committee).
 - o Trainer promotions were low this year. Trainers should be moved through as appropriate. Additional training was provided to alpine trainers this season.
 - o There is room for improvement in the diversity of trainers, particularly the ratio of male to female trainers.
 - Current APSI membership base is approximately 40% female.
 - Current trainers, 20% female / 80% male.
 - Goal should be to work towards 40% female trainers, to reflect membership.
- Member benefits, including Snowpro, merchandise and pro deals.
- Educational products, including additional non-level specific training.

Motion: Physical Snowpro to be sent out at the end of each season and the pre-season newsletter produced as premium print. Proposed: R. Jameson. Motion carried.

Action Item: Technical Directors to meet to discuss e-learning platform needs to get quote from Toledoh.

Snowboard Technical Director's Report

See attached report. A.Federico provided an update on snowboard operations and made several recommendations to the Board. The main points raised were:

- Complaints have been received from candidates that there was insufficient snowboard in-house training in their resorts. Will discuss with SSS directors for next year.
- Recommend to open level 2 courses to public candidates to increase participation.

Telemark Technical Director's Report

See attached report. R. Hocking provided an update on telemark operations and made several recommendations to the Board. The main points raised were:

- Working on increasing trainer numbers.
- Marketing to broader community rather than just working instructors.
- Working on telemark association.

Adaptive Technical Director's Report

See attached report. The main points raised were:

- Clarification of relationship between DWA & APSI.
- Work on maintaining a good working relationship between DWA & APSI.
- Recommendation: expansion of adaptive program - more than one level of adaptive.

App / Lesson Builder/ E-Learning

A. Rae provided the board with an update on the app.

- App is currently being moved to another platform.
- Still on target to be ready for interski.
- E-learning has been identified by office and all technical directors as next phase.
 - o The original website aim was to include testing component (e.g. surveys, tests, quiz, evaluations).

- In progress but was put on hold and tech company have since developed new e-learning type program that can be implemented. Will reduce overall cost to APSI.

Online Voting

- A. Rae sourced quotes for online voting product. Price ranged from \$1000-\$3500 per vote.
- Alternative option currently being pursued is to build into website with current system and include specific restrictions regarding currency, anonymity etc.
- Will need to look at rules and constitution (e.g. in person v. online, proxy voting etc.)

Financial Report

D. Meehan. See attached report. The main points raised were:

- Positive financial state.
- Anticipated net profit for 2018 is \$150-170k, to be confirmed post audit.

Motion: Move to QuickBooks (Reckon) online at the beginning of 2019. Proposed: D. Meehan.

Motion carried.

Action Item: Office to implement transition to online bookkeeping.

Interski / Discipline Budget

See attached spreadsheet. The Treasurer performed an exercise to demonstrate the current movement of APSI funds and effect on net profit in comparison to the proposed calculation. The following details were agreed:

- To roll over any remaining discipline funds to next year.
- To continue with program and same percentage allotments for next year to allow more time to evaluate program. Technical Directors have discretion to spend and develop programs using their funds without seeking Board permission.

Motion: That the APSI adopt a new calculation method for the '25% Net Profit' transferred to Interski and to disciplines, as follows: Audited net profit, minus Interski income, plus Interski expenses, plus discipline-specific expenditure multiplied by .25. Proposed: D. Meehan. Seconded: R. Hocking. Motion carried.

Motion: To add a review of the discipline budget program as a standing item on the end of season meeting agenda. Proposed: D. Burton. Seconded: D. Meehan. Motion carried.

Oscar Flight Reimbursement

Request from Oscar for APSI to co-contribute, with Thredbo, to his flight allowance.

Motion: To reimburse Oscar Alston for his actual flight cost, up to a total of \$700, with receipt to be provided by Oscar. Proposed: A. Rae. Motion Carried.

Action Item: Office to request a copy of Oscar's receipt and arrange for reimbursement.

Snowsport School Director's Update

A. Hosie provided the Board with feedback from the snowsport school directors.

- APSI/ ASAA MOU.
 - Landscape has changed since MOU agreement and needs to be reassessed, particularly regarding level 1 exams.
 - There is an expanded pool of trainers that can run level one exams now, not necessarily NTC.
 - Preference from APSI is for resorts to take up an additional training day instead of level 1 exam day.
- Snowboard need to improve communication with resorts/ snowsports schools.
- Concern has been expressed regarding candidates moving through to level 3 too quickly.

Action Item: A. Hosie to ask directors to bring any concerns directly to APSI.

Action Item: Gender Diversity in trainers, to be referred to technical committees for review and recommendations.

Public Level 2 Program

- A. Hosie noted that any initiative from APSI to remove incentive for staff to work in resorts may not be viewed favourably by resorts.
- Not highly regarded by resorts for applicants to hold level 2 with no practical experience.
- Must keep requirement for level 2 candidates to be employed to attend level two exam.
- Difficult for resorts to employ 'trainee' instructors.
- Needs to discuss with snowsport schools first.

Action Item: A. Hosie to contact snowsport school directors regarding view on opening level 2 course to public candidates.

Snowsport School Marks (SSS):

Alpine tech committee has been looking at removing SSS marks at level 2 as there are concerns regarding certifying candidates that are under standard. Alpine level 2 exam pass rate was 66%, without SSS it would have been 33%. Need to review standard and how examiners are marking. There has been no decision or recommendation yet as to whether SSS should be changed or removed.

Action Item: Technical Directors to work with General Managers & Snowsport School Directors to review snowsport school marks program.

Constitution Review

Draft Constitution

The Board reviewed the draft constitution document version 2, attached.

The following points were agreed:

- To reduce number of aims in constitution to four or five at most.
- Keep section 10 minimal. Grievance policy to contain the bulk of the policy/procedure.
- Section 12 – issue with wording in 12.5 means that appeals must to go to whole of the membership for a vote. Change section 12.5 to executive, not APSI.

Action item: Board to review aims in version 2 and provide input to the president by 9 Nov 2018.

Action Item: Office to set up a register of expelled members.

Action Item: Check privacy policy &/or terms and conditions for statement on providing private member information.

Board Composition

The Board held a discussion on current composition of the Board of management and how that could change to diversify skills and allow the Board to be more strategic. Proposed change to Board composition to incorporate into draft constitution:

1. President (4-year term)
2. General Manager - employed
3. Treasurer (4-year term)
4. Technical Director Representative – employed, appointed from subcommittee
5. ASAA Representative (2-year term)
6. Ordinary member (2-year term) – cannot be employee
7. Ordinary member (2-year term) – cannot be employee

Action Item: Constitution subcommittee to prepare a draft document, including proposed Board composition above, for Board review by 30 November 2018.

Action Item: Constitution subcommittee to prepare draft of terms of reference for technical subcommittee.

General Manager Contract

Andrew Rae left the meeting.

The Board discussed the draft General Manager's contract and agreed on the following changes:

- Change notice period to 5 weeks (legal minimum for employee with 5+ years of service, aged over 45)
- Remove end date
- Soften terms in position requirement
- Guidelines required regarding time in lieu, change to; TOIL accrued for 6th & 7th days worked. Operational requirement.
- Clarify days on snow vs. office days. Maintain ability to oversee operations
- Adjust confidentiality clause, change text regarding requesting permission for disclosing confidential information. Add – “if outside of usual business”
- Add additional alternative text regarding annual leave
- Remove sentence regarding setting KPIs
- Remove gardening leave clause
- Termination without notice change 2.2(d) “materially” to “wilfully”

Action Item: Office to review trainer contracts to strengthen clauses regarding privacy & IP. Action Item: Office to include 'real life' examples in staff handbook to explain IP clause.

Meeting Closed

The Chair declared the meeting closed at 5:38 p.m.

Meeting to resume 26 October 2018 at 9:00 a.m.

Board of Director Meeting Minutes

26 October 2018

Sport and Recreation, Jindabyne NSW

Present

Anthony Hill, Andrew Rae, Deborah Meehan, Richard Jameson, Adam Federico, Richard Hocking, Adam Hosie, Dive Burton, Zac Zaharias

Apologies

Tom Hodges, Adam Hosie

Secretary

Alexia Colville.

Meeting Open

The Chair, A. Hill, declared the meeting open at 9:02 a.m. and recapped topics that were covered during first day of the meeting.

Nordic Update

- Working on improving communication between various stakeholders.
- Directors identified
- Staffing needs for Nordic schools
- A. Rae plans to use teams more to communicate

Complaints and Grievance Policy

The Board reviewed the draft complaints and grievance policy (v.05), as attached.

- Board discussed section 7b, requirement for complaint to be in writing.
- Board discussed section 9, right of appeal.

Motion: To adopt the complaints and grievance policy, pending changes listed above. proposed Meehan. Seconded A. Hill. Motion carried.

Communication Strategy

Board discussed APSI requirements for a communication and/or marketing strategy.

Human Resources: Wages and Staffing Requirements

Staff Requirements

- Increased business means there is a requirement for additional human resources in the office and potentially full-time seasonal trainers.
 - o Alpine TD, Snowboard TD and 2 alpine trainers are working almost full time (less three weeks of the season) for APSI already.
 - o Propose to offer full time seasonal contracts to several trainers to allow them to take on additional work for the APSI during the season to achieve some of the association's goals. E.g. running additional training programs, producing educational materials etc. and to reduce workload on technical director's.
- Provision for technical directors to supervise trainers or provide additional staff training or additional candidate training.
- Allow staff to manage their workload and access time off during winter for work life balance.
- Cost would be approximately extra 2-3 weeks' pay per year, per full time trainer.

Office Administration

Motion to hire an additional office staff member, year-round on a permanent part time office.
Proposed A Rae, Seconded, Deb M. Motion carried.

Action Item: General Manager to advertise for an office assistant, to begin employment in early 2019.

Action Item: Office and treasurer to work on cost plan and job description.

Action Item: General Manager to review Office Administrator's title.

Full Time Trainers

- R. Jameson expressed concern that full-time trainers would end up with candidates training too much with the same trainers.
- Option for full time trainers to work on additional products or projects. Or, be offered additional, agreed days at the start of the season (as per TDs currently).
- Board will review the need for full time trainers next year.

Motion: for alpine and snowboard technical directors to be offered an amended seasonal contract for 2019. Proposed: A Rae. Seconded: A Hill. Carried: Motion carried.

Action Item: DM to provide figures to Board regarding models or employment (casual, part time, full time etc.).

Action Item: TDs to work out trainer needs for the next year to be able to schedule additional days.

Trainer Wages

The board reviewed the proposed document from Treasurer, applying same model from June meeting.

- It was agreed that there needs to be more disparity (than provided in model) between levels to reward higher level trainers. Proposed change to model, to adjust difference between trainer levels to be more appropriate.
 - o Proposed rates per day, including casual loading, to be used to analyse viability;
 - Rookie - as current (minimum wage)
 - Level 1/2 - \$249.11
 - Level 3 - \$274.75
 - Level 4 - \$300.38
 - TD - \$325.50

Motion: That level one and two trainers receive the same daily rate.

Proposed: D. Burton. Seconded: A. Federico. Motion carried.

Action Item: Treasurer and General Manager to provide results of financial analysis regarding increased trainer wages to the Board for consideration, in time to allow review of course prices for 2019 if needed.

Motion: That Technical directors to be paid at Technical director rate per day, regardless of trainer level. Proposed: A. Hill. Motion carried.

Meal Allowances

The Board discussed the current meal allowance rates and administration.

- Meal allowance rate is too low, particularly when away. Current rate is \$55 / \$25.
- Feedback from staff was to continue to submit receipts for meals, however this has become administratively difficult. Particularly when trainers are purchasing meals for each other.

Motion: To change trainer meal reimbursement to meal allowance of set rate per day, paid automatically at the relevant rate. Proposed: D. Meehan. Seconded: A. Hosie. Motion carried.

Motion: Meal allowance rate be increased to \$65 per travel day, or \$30 per at-home day. Proposed: A. Rae. Motion carried.

Meal Allowance for Volunteers

Volunteers (e.g. Board & Demo Team) must continue to provide receipts for reimbursement for expenses.

Travel Wage Rate

Motion: To remove the \$10 per hour travel wage. Proposed: D. Meehan. Motion carried.

Motion: That the minimum travel time to receive the ½ day travel wage be lowered to any travel over 2 hours. Proposed: D. Meehan. Motion carried.

EDC Allowance

It was agreed to keep the EDC allowance at \$25 per day.

Days Worked Allowance

Incentive for trainers to work for APSI. No change to be made yet.

Action Item: Treasurer to include in model assumptions for trainer wages and add \$15 for 15 days or more as a possible option.

Demo Team Wages

Pay for demo team members at spring sessions should be decided by a vote from the demo team and referred to the Board for approval.

Action Item: Office to put together figures on paying team for their information.

Motion: APSI to pay Technical Directors for 6 days during the Interski event. Proposed: A. Rae.

Seconded: A. Hosie. Motion carried.

APSI 2020 - 2024

The Board reviewed the APSI 2020 v.2 document and made the following notes:

1. Our Staff	
1.1 Retention 1.2 Engagement 1.3 Satisfaction 1.4 Training 1.5 Growth 1.6 Diversity	1.1 Strong number of trainers over 10 years, high number 2-3 years. Retain trainers after 3 year of service 1.1 Perform further analysis of staff statistics 1.2 Staff survey 1.3 Retention and satisfaction are linked 1.3 Staff awards program 1.4 Andy & Lexi received approval & funding for training this year. Increased alpine trainer training this year through TDD program 1.5 Increase number of trainers &/or increase number of level 3 trainers 1.5 Telemark & Adaptive trainer at each resort 1.5 Snowboard trainer (APSI) at Falls Creek 1.5 Employ additional office staff. Resource office with appropriate staff to meet demand / in specific skills / roles 1.5 Nordic ski schools to hire APSI qualified instructors / trainers 1.6 Increase number/ percentage of female trainers
2. Growth	
2.1 Membership 2.2 Participation 2.3 2.4	2.1 Identify types of membership, potential members 2.1 Analysis/ statistics on how many members go from level one to employment - > feed into training. 2.1 Aim for all members to renew the following year 2.1 Reengage lapsed members 2.2 Participating members 2.2 Retain members who aren't training 2.2 Options for training for members who aren't (or can't) participate in level specific training 2.1/2.2 Marketing to other groups (particularly small disciplines)

	<p>2.2 Public level 2 courses? 2.3? Year-round employment opportunities? APSI Staff? Members? Note: Align growth strategy (strategies) with overall aims. E.g. Is Japan program/ public level 2 what APSI wants to / should be doing?</p>
3. Quality	
<p>3.1 Members 3.2 Relationships 3.3 Professional 3.4 Training/ Products</p>	<p>Measures of quality/ indicators. - Customer Satisfaction, member surveys - Returning Members and retaining existing members Quality of training product – does it meet industry needs? E learning platform include course feedback online, easier to complete and compile responses. Consistent improvement of educational materials and reviewing standards. Technical committees' role to perform annual reviews. Quality management Develop a system / policy regarding quality management. (of what we already doing e.g. redbook review, examining processes etc.).</p>
4. International Recognition	
<p>4.1 Interski 4.2 ISIA 4.3 Other Associations</p>	<p>Membership and relationship with international associations helps our members get overseas employment. APSI will actively maintain relationships and membership. Maintain APSI recognition amongst international community. Maintain/ develop r 'ships with international associations (CSIA, PSIA, NZSIA etc).</p>
6. Member Benefits	
<p>6.1 Extend Offerings 6.2 Improve Current Products 6.3 Value of Membership 6.4 Associate Member Benefits 6.5 Insurance</p>	<p>6.1 Awards program or awards night? 6.3 Update members survey 6.2 Pro deals/ merchandise 6.1 Access to other programs (first aid, backcountry) 6.3 Member engagement / member services role?</p>
7. Communications	
<p>7.1 Communication Strategy 7.2 Marketing 7.3 Awareness 7.4 Members 7.5 Resort Guests</p>	<p>7.1 Communication strategy: finalise & simplify tender document to send out for quotes to develop strategy. Send out to members and identify a few businesses to approach. 7.1/2 Planning calendar for communication 7.2 Discipline specific 7.2 Targeted marketing 7.4 Engagement with members 7.4 Social media – Email</p>
8. Stakeholders	
<p>8.1 Sponsorship 8.2 Members 8.3 Resorts/ASAA 8.4 Industry</p>	<p>Identify stakeholders - Perform stakeholder analysis to identify stakeholders and their needs 8.4 Australian Industry Support 8.4 DWA 8.1 Major sponsor / brand partner 8.1 Requirement for strategies / communications / sponsorship plan or proposal = more attractive to potential sponsors (professional)</p>

Japan Program

The General Manager updated the Board on Japan Program.

- Hakuba are running a gap / feeder program and there is potential for a lot of level one courses. It may be difficult to staff program in December with existing trainers in Japan and APSI may need to provide a flight reimbursement to get a trainer to Japan in December.
- Snowsport school may be able to organise Japanese visa to work for them and provide level one products.
- Potential for breakdown of relationship with Hakuba program.
 - o If payment for courses in Japan is not received ASAP, 2018/19 program will be cancelled, and exams moved to Myoko.

Action Item: President to follow up on visa requirements regarding visas for level one programs.

Action Item: General Manager to contact Langtry's for immigration lawyer contact details.

General Manager's Contract (2)

Andrew Rae left the meeting.

Key Performance Indicators. The board discussed including key performance indicators, with bonus pay for performance, to the General Manager's contract.

- A number of board members were against awarding bonuses to staff.
- It was recognised that KPIs need to be aligned with broader APSI strategy.

Motion: To include a hard target regarding membership growth as a KPI linked to a monetary bonus, capped at 10% of generated income in GMs contract. Proposed: A. Hill Seconded: R. Jameson.

Motion carried 4/3.

Action Item: President to include agreed changes into draft contract and send to Board for approval.

Meeting Close

Next Meeting

The next meeting of the Australian Professional Snowsport Instructors will be held on December 14 at 1pm AEDST via Skype.

Adjournment

There being no further business, the meeting was adjourned by the Chair at 4:46 pm.

Table of Motions

Motion	Proposed	Result
SCRUM Master training course for GM.		Carried
Print physical Snowpro to be sent out at the end of each season and produce pre-season newsletter as premium print.	R. Jameson	Carried
Move to QuickBooks (Reckon) online at the beginning of 2019.	D. Meehan	Carried
Adopt new calculation method for the '25% Net Profit' transferred to Interski and to disciplines.	D. Meehan	Carried
Add a review of the discipline budget program as a standing item on the end of season meeting agenda.	D. Burton	Carried
Reimburse Oscar Alston for his actual flight cost, up to a total of \$700, with receipt to be provided by Oscar.	A. Rae	Carried
Include a hard target regarding membership growth as a KPI in GMs contract. To be linked to a monetary bonus, capped at 10% of generated income.	A. Hill	Carried
Adopt the draft complaints and grievance policy, pending changes listed.	D. Meehan	Carried
Hire an additional office staff member, year-round on a permanent part time basis.	A. Rae	Carried
Offer alpine and snowboard technical directors an amended full-time seasonal contract for 2019.	A. Rae	Carried
Level one and two trainers to receive the same daily rate.	D. Burton	Carried
All Technical directors to be paid at Technical director rate per day, regardless of trainer level.	A. Hill	Carried
Change trainer meal reimbursement to meal allowance of set rate per day, paid automatically at the relevant rate.	D. Meehan	Carried
Meal allowance rate be increased to \$65 per travel day, or \$30 per at-home day.	A. Rae	Carried
Remove \$10 per hour travel wage.	D. Meehan	Carried
Minimum travel time to receive the ½ day travel wage be lowered to any travel over 2 hours.	D. Meehan	Carried
APSI to pay Technical Directors for 6 days during the Interski event.	A. Rae	Carried

Table of Action Items

Action Item	Responsible
Meet to discuss e-learning platform needs to get quote from Toledoh.	Technical Directors
Implement transition to online bookkeeping.	Office
Request a copy of Oscar's receipt and arrange for reimbursement.	Office
Remind directors to bring any concerns directly to APSI.	A. Hosie
Gender Diversity in trainers, to be referred to technical committees for review and recommendations.	Technical Directors
Contact snowsport school directors regarding view on opening level 2 course to public candidates.	A. Hosie
Review snowsport school marks program.	Technical Directors, General Manager & A. Hosie
Review aims in version 2 of constitution and provide input to the president by 9 Nov 2018.	All

Set up a register of expelled members.	Office
Check privacy policy &/or terms and conditions for statement on providing private member information.	Office
Constitution subcommittee to prepare draft of terms of reference for TD committee.	Constitution Sub-Committee
Include agreed changes into draft GM contract and send to Board for approval.	President
Review trainer contracts to strengthen clauses regarding privacy & IP.	Office
Include 'real life' examples in 2019 staff handbook to explain IP clause.	Office
Advertise for an office assistant, to begin employment in early 2019.	General Manager
Cost plan and job description for new admin assistant.	Treasurer & Office
Review Office Administrator's title.	General Manager
Work out trainer needs for the next year to schedule additional days.	Technical Directors
Provide results of financial analysis regarding increased trainer wages to the Board for consideration, in time to allow review of course prices for 2019 if needed. Days worked allowance to be included assumptions and add \$15 for 15 days or more as a possible option.	Treasurer & General Manager
Put together figures on paying demo team.	Office
Follow up on visa requirements regarding visas for level one programs.	President
Contact Langtry's for immigration lawyer contact details.	General Manager

Attachments

1. General Manager's Report
2. Alpine Technical Director's Report
3. Snowboard Technical Director's Report
4. Telemark Technical Director's Report
5. Adaptive Technical Director's Report
6. Financial Report
7. Proposed method to calculate Interski and Discipline funds
8. Draft Constitution v.2
9. Draft Complaints & Grievance Policy v.05

Australian Professional Snowsport Instructors

2018 GM Report

End of winter board meeting

Andrew Rae
10-22-2018

Board members summary

2018 was a very busy, productive and successful season. However, our progress over the last few years can also keep us focused on what is working well and help to inform the areas that need to evolve.

Statistics show that over the last 8 years; membership has more than doubled, net profit has increased by a similar amount, and alpine participation has had expansive growth, tripling in the same time and doubling in the last 4 years.

The resulting workload is being felt by every employee in the association.

We are right now very close to, if not 'at a tipping point' where the business demands far outweigh the human resources needed to meet those demands.

Again, it is very exciting to see the board work on plans with a vision for 2020 and reading some of the reports from the other board members I can see different suggestions to help with this vision. I strongly suggest that the board work together so that we can firstly focus on the needs of today as well as allow us to grow in the future.

My recommendations are as follows:

- Continue to outsource technical knowledge that we do not have in-house.
- Increase office staff by one person.
- Adjust the contracts for 4 of our senior training staff to a seasonal winter contract exclusively with APSI.
- Continue to work in together so that the knowledgeable individuals in this association can more effectively collaborate and organise their own time when working on APSI projects.

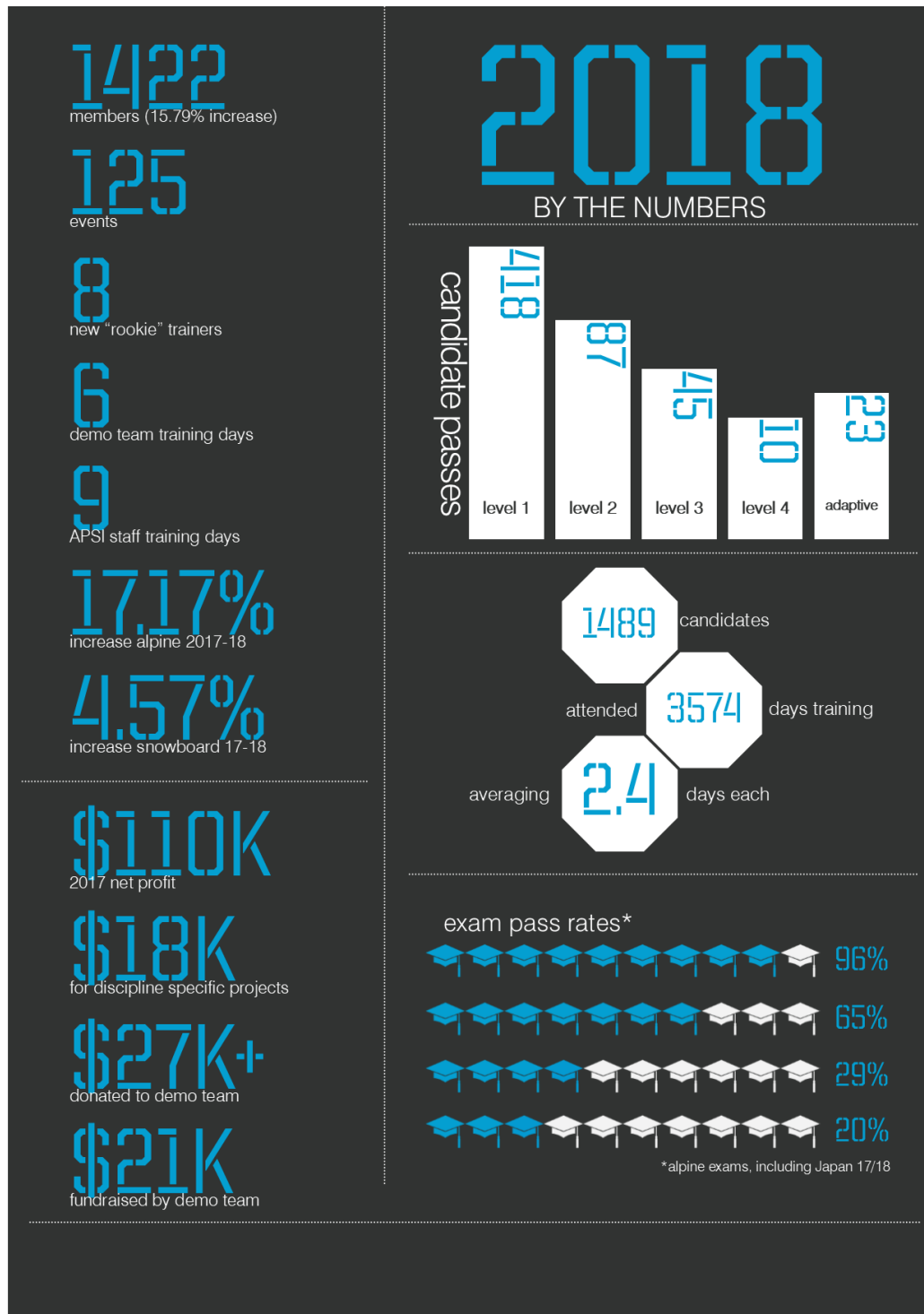
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Analysis	7
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2018 at a glance

2018 was a very busy, productive and successful season. Each of the individual disciplines will report on their winter, participation, pass rates, highs and lows. Deborah will present our current financial situation as strong due to the high numbers in participation and strong uptake in membership.

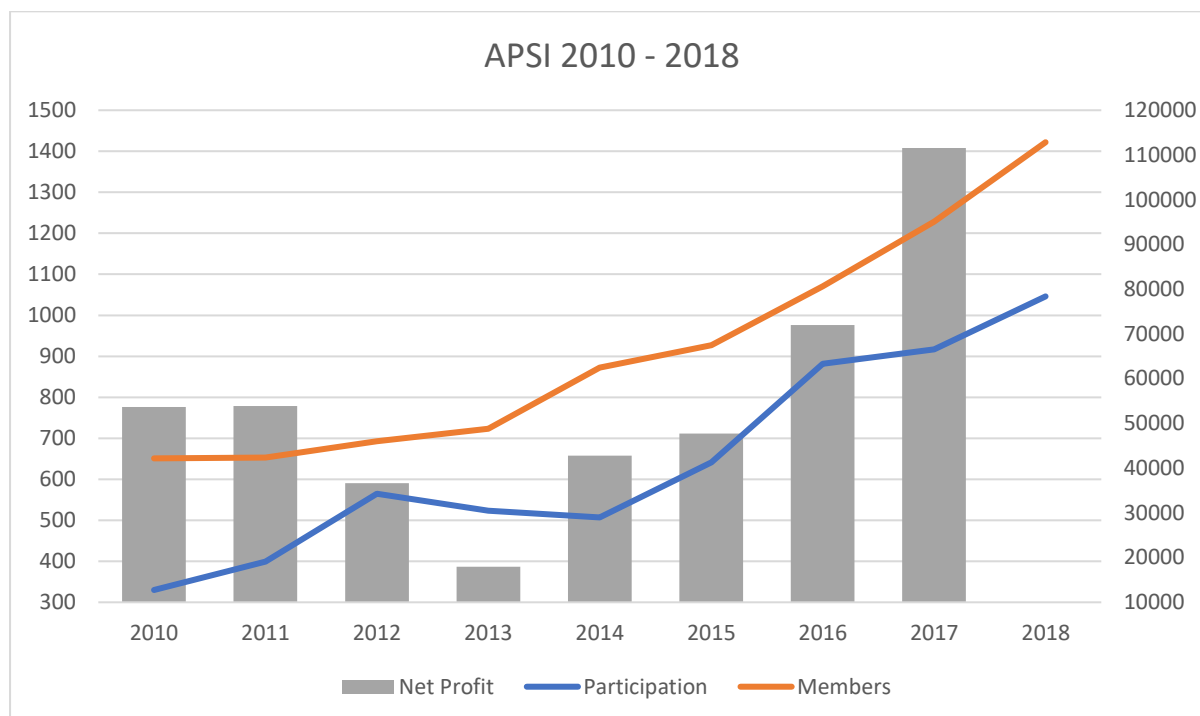
Graph 1. Shows some highlights of the winter that I presented to the ASAA including the new allocation of funding towards discipline specific programs.



Graph 1.

2010-2018 reflection

Business



Graph 2. Business reflection

Although year to year statistics are important to gain a clear picture of how our association is progressing, it is best to reflect on several years. Obviously, membership, participation and net profit are all interrelated and therefore have been put together on graph 2.

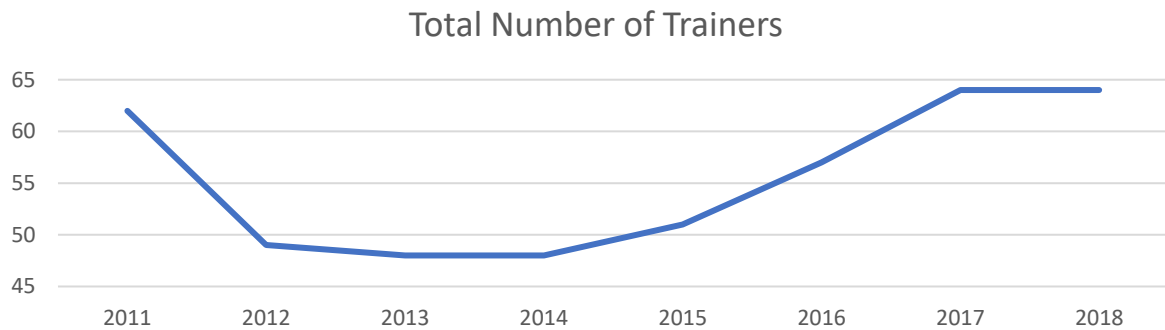
I have chosen to start at 2010 for a few reasons;

- 2010 was when the fraud incident occurred.
- Records are clearer after that date.
- Our current pricing structure was set at that time.

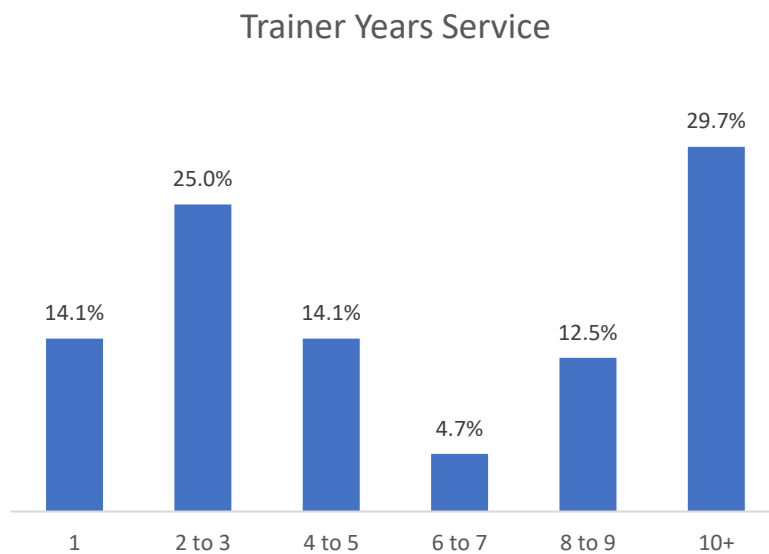
Although there are a few dips and/or differences in the individual groups, these can be explained by the following:

- Dip in income 2013, in part due to the lost moneys of 2010, which was addressed by an increase to exam pricing in 2014.
- 2014 shows a big difference between membership (higher) and alpine participation (lower). This was one of those very busy years where resort staff who were members were so busy at work they were not able to train enough.
- Highs in alpine participation in 2012 and 2016
 - 2012: There was a large increase in the number of feeder programs including the Hotham Academy, Perisher Academy and Thredbo's Elite. Some of which have since discontinued.
 - 2016: There was an increase in the number of schools offering APSI products in Japan, including Hakuba and Evergreen.

Human Resources



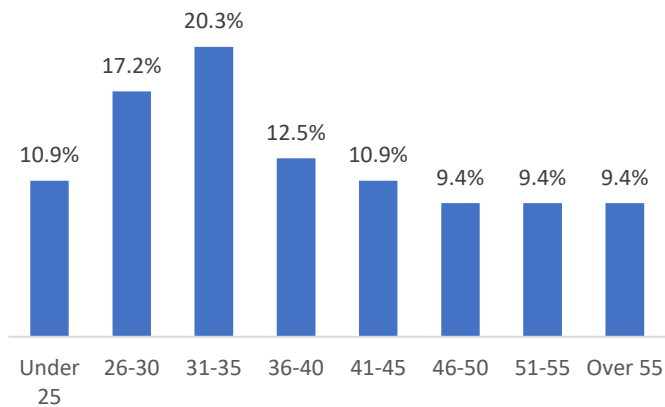
Graph 3.



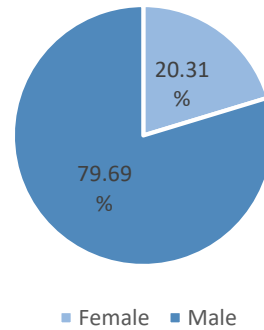
Graph 4.

On average, our staff have worked for the APSI for 4.9 years. However, it is worth noting that the highest percentage of staff have served 10 + years or 2-3 years. Although we do have people who no longer work for the APSI. The main reason for leaving (almost 50 %) is due to staff leaving the snowsport industry to another job or overseas.

Trainer Age



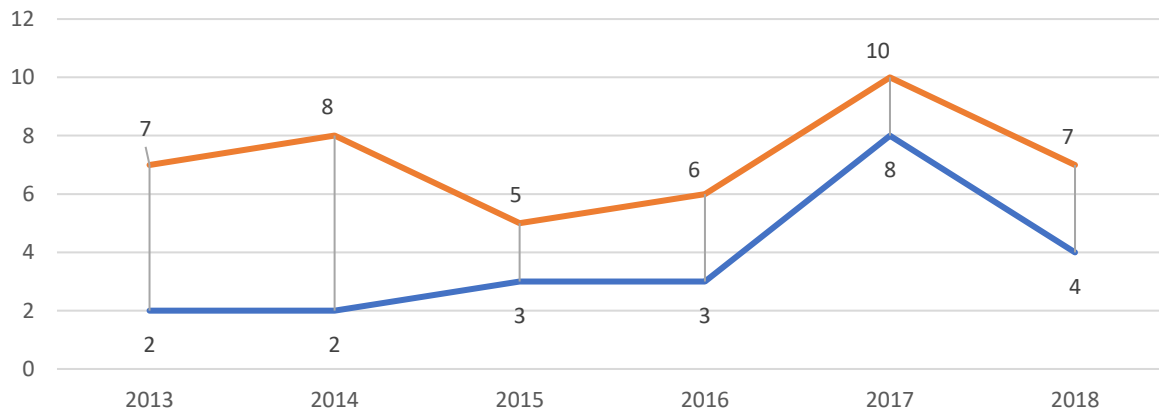
Male / Female



Graph 5. Trainer demographics

The male/female breakdown of the overall APSI membership is currently just under 40% female to male members.

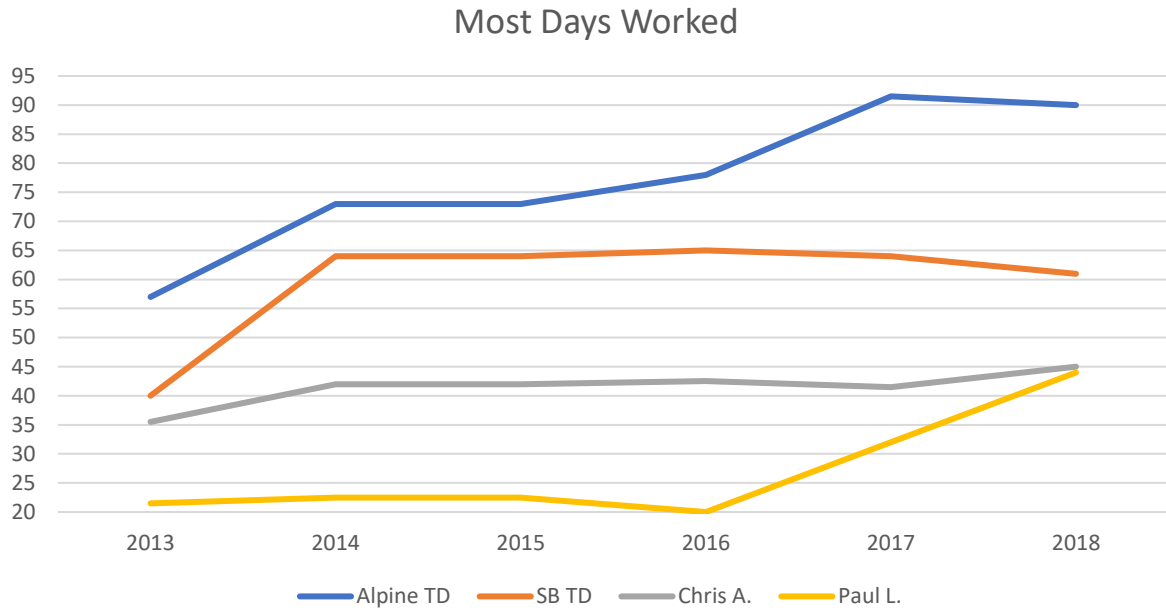
Rookie selection; Applied v. Hired



Graph 6.

The number of people applying for rookie selection dipped a little in 2015/16 but has since levelled out. In the last few years we have hired a higher percentage of those applying and statistically we found the people who applied for rookie had the greatest chance of being employed if they had passed their level 4 in the last 1-3 years.

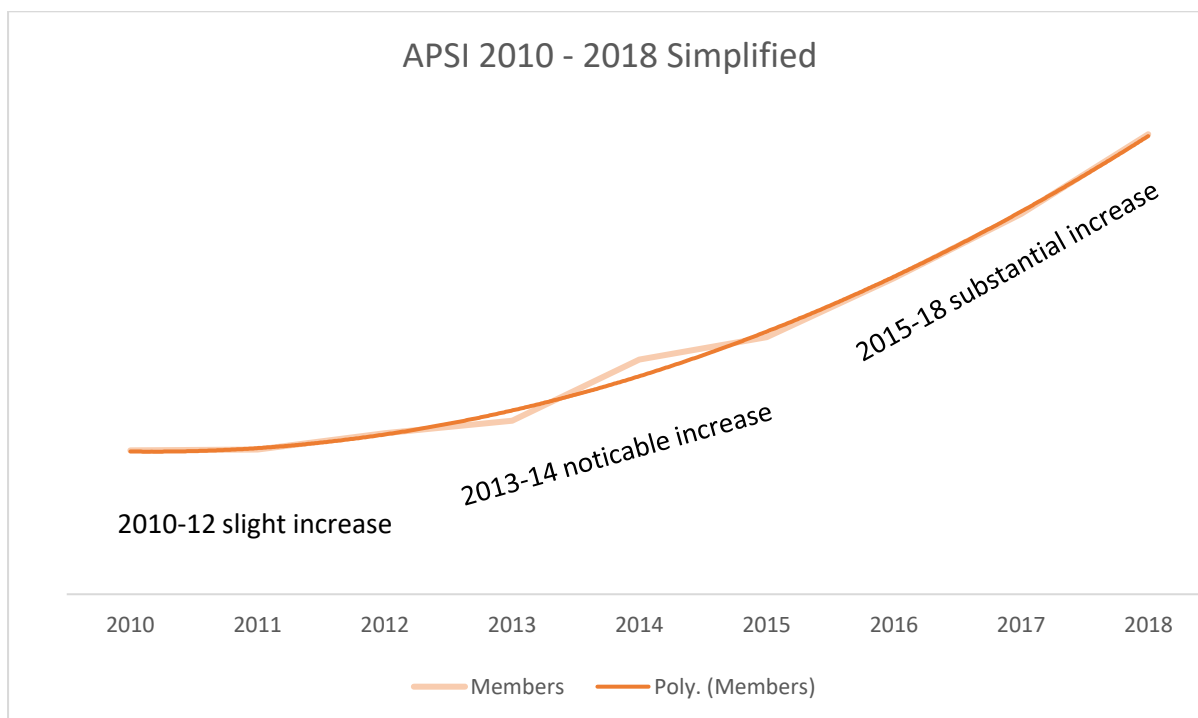
This gives us a good demographic to market the rookie selection to next winter.



Graph 7. Head count of most days worked.

The 4 employees with the most days worked for the season continue to be the alpine and snowboard TD's (who have a contract that includes a total of 65+ days estimated for the winter). Additionally, both Chris Allen and Paul Lorenz have been working 40 days+ over the last few years which is 20 days above the next closest employee.

Simplified data to help with the analysis



Graph 8. The statistics combined

Analysis

Simplified - participation, membership and net profit have all doubled during the last 8 years. While looking more closely at alpine, you can note that participation tripled over the time and more significantly **doubled** in just the last four years.

Graph 8. Shows 3 distinct areas of interest or patterns during the past 8 years.

It is worth noting that the current four level system, public courses and training in Japan all started at the beginning of or before this period. Also, during this period snowsport school employment has fluctuated to meet demands of business however the total number of instructors has not increased at the same rate.

Therefore, while analysing these areas of interest, I have focused on specific changes to the APSI business model and member connection that contributed to the huge increase in business over the past eight years.

2010-12 slight increase

- Loss of member confidence due fraud
- Accurate pricing structure was set and stabilised (although higher than previous years)
- Tightening of internal policies and financial safety

This area of interest was a time of tightening down on the way we did business from an administrative and financial point so that we could work on regaining member confidence.

2013-14 noticeable increase

- New APSI branding (uniforms, banners, business cards, colour way)
- Website upgrade version 1.
- Setting standards for rules to participate
- Exam pricing reset in 2014
- New manual

This time period focused on using the resources we had to start to build a new brand that members could relate to through a cohesive look across manuals and version 1. of the website.

2015-18 substantial increase

- Increase in educational products
- APSI branding throughout all materials (style guide)
- Increased communication directly to members
- Strong social media presence of 2015 demo team
- 2014/5 App
- 2016/17 website rebuild (version 2.)

This is the most significant area of interest as it reflects a time of members not only buying into the APSI brand but, more importantly, wanting to be a part of the APSI community. Many of the ideas over the earlier years started to come together - communication with members increased, educational products increased/improved and back end systems improved as funds from net profit became available to do more.

Conclusion/recommendations

I am very excited to see that the board is working on plans with a vision for 2020 and beyond. However, I also believe it is just as important to review our progress over the last few years so that we can keep focused on what is working and evolve areas that need improvement.

The APSI is growing due to the number of members participating in paid events. The statistics show that over the last 8 years membership has more than doubled, net profit has increased, and alpine participation has had the strongest growth, doubling in the last 4 years.

Staffing during the same period has followed a similar path with an increase in rookie trainers, but not at the same rate as business. Four of our most senior staff (Alpine TD, Snowboard TD and 2 senior alpine trainers) are currently doing enough days to almost be on a winter contract exclusively with APSI. Equally, the workload in the office has also significantly increased for Lexi due to the amount of people now involved in APSI products.

For myself, I have also felt the same increase on our workload as the rest of the association is feeling. In many cases I have not only had to manage new projects like the App, website and branding I have also had to take on a lead role in designing and building them from the ground up. This in turn has meant that other tasks that I may have previously had a significant role in now have to be delegated to other staff members; office, TD and senior training staff which has a roll on effect.

For example, as soon as the board meeting tasks are completed I will need to work exclusively on the App to get that project back on target for Interski, making it difficult to work on other projects during that time.

We are right now very close to, if not 'at a tipping point' in some areas where the business demands far outweigh the human resources needed to meet those demands.

Again, it is very exciting to see the board work on plans with a vision for 2020 and reading some of the reports from the other board members I can see different suggestions to help with both this vision and to combat the current increase in workload.

I strongly suggest that the board work together on this human resource shortage so that we can not only meet the business demands of the future but also what is happening today.

My recommendation would be as follows:

- Continue to outsource technical knowledge that we do not have in-house i.e. web design/app build, graphic design and potentially parts of our future communications strategy.
- Increase office staff by one person to alleviate workload and specialise in areas such as marketing and communications, if skill set is available.
- Look at implementing a full-time seasonal contract OR extending the number of expected days for alpine TD, snowboard TD and two of alpine's senior trainers. This will help with the workload and allow for job sharing some of the educational tasks.
- I want to continue to implement a team-based approach to working on projects within the APSI. A lot of what I do is managing teams who are looking after projects; an office team, discipline teams and teams of professionals that we contract externally. I would like to further my knowledge by doing a Scrum master course to help further foster this approach so that members within the team and between teams can more efficiently collaborate, be self-organised and work to allotted time frames. (I will explain further at the board meeting).

APSI Alpine Report - 2018

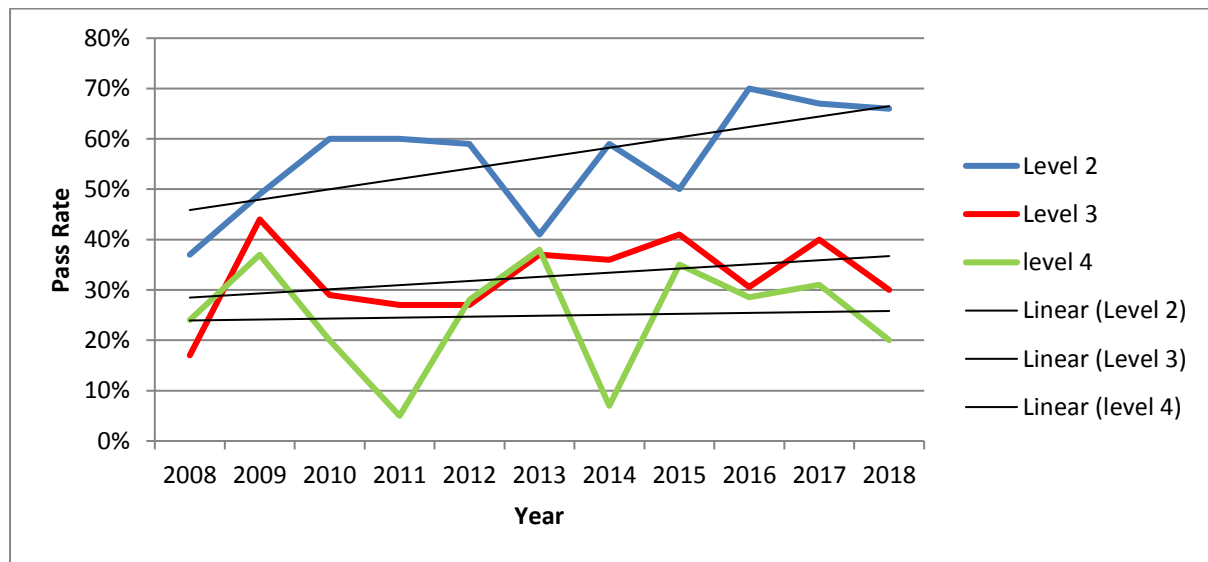
Alpine Technical Director – Richard Jameson

Exam Participation and Pass Rates (5 years)

	Level 1		Level 2		Level 3		Level 4	
	Participation	Pass Rate	Participation	Pass Rate	Participation	Pass Rate	Participation	Pass Rate
2014	186	95.16%	94	59%	55	35%	15	7%
2015	220	96.82%	107	50%	70	41%	20	35%
2016	264	96.23%	115	70%	108	30%	35	29%
2017	282	98.23%	106	68%	92	40%	39	31%
2018	313	96.49%	105	66%	118	30%	40	20%

(These numbers include Japan, AUS resit and AUS EOS results combined)

Exam Pass Rates – ALL LEVELS



Synopsis of 2018 Alpine Certification Events

Participation was high across all of our events in 2018. Group sizes were the highest in recent memory (stats on group averages below). All culminating in what should be a very profitable year for APSI Alpine. But potentially the education impact suffered slightly from these large group sizes. There were some comments in our course feedback mentioning this. Otherwise our staff and products given on the front line was well received from the members.

Resit Exams

- Great snow/terrain. Strong pass rate. Exams all ran smoothly.
- Examiner numbers were ample for sign up amounts. As stated last year our best practice here should be the same as our EOS exams and if candidate numbers grow, so to should our examining team.
- 2 separate days for each exam rather than overlapping was definitely a better change in 2018. The level 4 exam may have been difficult to fit in time wise if we had to conduct the race. With a high teaching volume more examiners will be needed in the future and these 2 factors should be monitored closely leading into this event (i.e. 4 examiners to split teaching). Hotham was very accommodating with/without the race.

Level 1 Courses and Exams

- Participation in Level 1 certification was again up (11%) from **282** overall participants in 2017 to **313** participants in 2018 while maintaining a high pass rate of over 96%.
- The EDC (Exam Day Conductor) is allowing APSI Alpine to run these courses more freely with less examining restraints.
- The support from some resorts in regard to indoor space given is starting to wane with the public products. I understand this, but feel it can sometimes be short sighted and needs following up from the APSI GM and Directors rep. Helping the APSI to continually grow the pool of certified L1 instructors is of enormous benefit to the resorts and the recruitment process. So much so, that resort management often comes to the presentation ceremonies to give a spiel on recruitment. This directly shows the value and therefore support of these products could be greater.
- There is untapped potential to keep growing these courses in Australia. To achieve this it will take some dedicated, targeted marketing and labour hours.

Level 2-4 Courses and EOS State/National Exams

Level 2:

- Overall participation was the highest in the past 6 years.
- Group averages were very high at 7.75.
- Exam pass rate slightly down at 66%.

Level 2 Course Participation

	2018	2017	2016	2015	2014	2013
Total	62	60	50	24	21	11
Groups	8	10	8	4	3	2
Group Sizes	7.75	6	6.25	6	7	5.5

Level 3:

- Overall participation was the highest in the past 6 years.
- Group averages were very high at 7.75.
- Exam pass rate quite low at 30%.

Level 3 Course Participation

	2018	2017	2016	2015	2014	2013
Total	89	62	80	50	31	40
Courses	13	10	12	7	5	7
Group Sizes	6.85	6.20	6.67	7.14	6.20	5.71

Level 4:

- Overall course and exam participation was the highest we have had in the past 6 years.
- Group averages were very high at 6.5
- Exam pass rate was low at 20%
- More trainers are needed at this level to cater for the demand. Or running a few more course dates to enable these to be spread for the trainer demand and smaller group sizes.

Level 4 Course Participation

	2018	2017	2016	2015	2014	2013
Overall Total	65	50	60	40	26	32
Courses	10	8	10	7	5	6
Group Sizes	6.50	6.25	6.00	5.71	5.20	5.33

Recommendations for 2019 and Discussion Points

- *Trainer's wages and reimbursement to be re-assessed. Look at survey results and discuss amendment options.* (This was in my report from EOS 2017 and was tabled at the last 2 meetings.) When I talk with our staff this is one of the most common feedback points I receive.
- If APSI wants growth as part of our vision moving forward, the management structures need to move with this growth and for this growth to happen. We should have some discussion on the potential of creating more positions in our team and would like to hear everyone's thoughts on this at the board meeting. 2 positions that may be of benefit could be:
 - **Membership, Marketing and Communications:** Communications with the members through print, web and social. Sources potential partnership/sponsorship including pro deal relationships. Helps develop member benefits and connections including online shop, merchandise etc. Polls members to help foster a broader product scope and delivers on our member's needs. Works with the staff and members on content.
 - **Education Director:** This person works with all disciplines to build and develop all educational materials from manuals, app content and articles for print and online. This position would also organise and facilitate large events including the spring festival and educational events planned outside of the certification pathway looked after by the TD's.
- Member Benefits. The above suggestion may help drive these. I still think we could work harder and creatively on what members get for the annual fee. Suggestions include access to more apis merchandise, printed Snowpros (not paper – but a quality product with quality articles they can be proud of), better pro deals, travel insurance group rates etc.??
- We have to be careful of requiring too much voluntary work from our staff and committee members. The alpine demo team, technical committee, board and our trainer staff in general are being asked to volunteer a lot for the association and we need to be aware of this. Some suggestions I have would be too:
 - Alpine Technical Committee gets paid for 1 meeting at the SOS and 1 meeting at the EOS. They are subsequently paid for the work they do including delivering content at TC and ED development etc.
 - *Pay the Demo Team members for spring sessions and still make this a worthwhile/profitable fundraiser for the Interski team.* Mentioned from 2017 board report. I still feel strongly that this should be looked into from and APSI management front.

- We are now paying for content delivery on R&D projects from our trainers which includes App video content PPT slide shows for courses etc. This was nice step forwards and if managed/communicated effectively I feel will build a stronger team and also better content for our products.
- Alpine Demo Team. 6 training days and a lot of communication happened this season to ready the Alpine Team for Interski in March. The skiing/riding formations are all set and just need more training prior to hone these. The on-snow workshops have been planned and are currently being streamlined so the team can study and practice prior to the event. The indoor presentation is being worked on by a group within the team and is on track for development over the summer.
- Alpine Technical Committee had their meeting on Oct 17th. We reviewed all products and discussed changes/promotions of staff. I personally have cited that our alpine division needs to be careful of getting too narrowly focussed on certain issues and we need to work more as a team to get the best out of our group. This includes both technical issues and staff management issues. The minutes from our technical meeting will be provided separately for your interest to review any discussions had and promotions made by this group.
- We need to be aware of and develop strategies to increase the diversity in our trainer ranks, which includes strong female role models for our members to train with and aspire too. Ideally we should have a goal of equal representation of male v female members on the demo team. Equal representation in the trainer/examiner ranks (at all levels). We currently have not had a level 4 female trainer for many years and this speaks loudly to our support of this group of women moving through the pathway. We have no female members or voice on the technical committee. We can do better as an APSI management team to work towards these goals.
- Implementing more educational products that don't necessarily relate to certification. Keeping old members engaged and offering more variety for members to receive credit towards certification updates. This was discussed at the Alpine Technical Committee Meeting and will try to be implemented in 2019.
- APSI App and Lesson Builder. Looking forward to an update on this. It seems to be moving slowly and might be unfortunately too late to be a part of our presentation at Interski. It would be nice to show the world our success with this educational resource since the last Interski and how we have built on the platform since then.
- APSI Alpine would like to build an e-learning platform to have online modules to help with education. These would be used prior to courses to give background information and make the on snow days more successful. No costings have been completed just yet, but this would be a special project requiring funding outside that of the R&D budgets derived from 25% of net profit each year.
- The Alpine manual will be updated/re-produced next summer. Allowing information from interski to digest into our association prior to implementing any new material.

APSI SNOWBOARD EOS BOARD **REPORT 2018**

Adam Federico- Snowboard Technical Director

The Season

2018 was another solid winter for snowboard, we saw larger than anticipated numbers at level's 3 and 4 again this year which is again great to see. The interest in these higher levels remaining strong is important for continued growth in trainer numbers for me coming through.

As a general outlook pass rates were fairly consistent with previous years at level's 1,2 and 3. We saw 2 new level 4's between Japan at and the winter here (hooray!!). I'm still working with the snowboard tech committee and getting guidance from Andy to make adjustments in the effort to increase pass rates at levels 2,3 and 4. It is not happening as rapidly as I hoped it might but I still see it trending in the right direction, hopefully we get some bigger breakthrough's here shortly.

Another odd winter being away from Jindabyne while I continued to recover from back surgery, again I want to take the time to thank Oscar, Kylie, Adam Rigby, Lexi and Andy for helping out and stepping up in my absence. I feel like some of the concerns raised last year were alleviated this winter with better communication during this time.

I think it was a great addition this year with the discipline budgets. It was fantastic to get Tony over from NZ and from my conversations and debrief with Oscar it was definitely a worthwhile investment and is something I would consider again in the future in a few years if there are enough changes between the associations to warrant the outlay.

(Note: I for some reason do not have any access to the stats from 2018 so I do not have exact figures for the breakdowns at each level, I am going off memory which hopefully is fairly accurate)

Level 1

I think our numbers this year at level 1 remained steady from last season, which was 113 participants, there may have been a slight increase in numbers this year again but from memory it was not a big leap if it was an increase. I'm fairly certain there was only 1 unsuccessful candidate so the pass rate was quite high, the candidate came back and was successful in a later resit.

One thing of note is that we are seeing quite a lot of Chinese and Taiwanese people flying over to sit these courses. While I'm not necessarily an advocate for going in to China, (I know it was discussed at the last board meeting briefly) if they are coming

over here to complete it we are still essentially certifying people who will not work in the industry ever and a just chasing that piece of paper. Maybe another discussion of the potential for a one-off trial while the window is open needs to be revisited?

Level 2

Level 2 remains a large area of concern for snowboard. Although I do not have the exact numbers I would guess the participation numbers were pretty close to 2017. The pass rate was slightly higher and back up somewhere between 50%-60% which is normal for us from previous years. 2017 was an outlier year at only 36% pass rate. It was good to see Mt Buller running a level 2 course again this year and have some candidates attend the exam for a second consecutive year!

Although the pass rate was improved, the overall participation is still far too low for my liking; I still feel very strongly that we need to be doing more to increase our numbers.

We worked hard over the summer and during the season on having an emphasis on improving the theory, teaching and MA components and I feel that we definitely did improve in these areas however, we have plans to keep tweaking the MA this summer and I feel like we need to keep a strong focus on improving the teaching once again.

The one big issue I had at level 2 this year was at the EOS exam with the Perisher candidates. I received the training sign-off sheet late the day before the exam and there were 3 out of the 5 candidates who did not have enough required training hours and were not told they were ineligible to attend the exam. This had a direct effect on their results.

Level 3

For level 3, I would again estimate similar or slightly higher participation than last year. Due to demand we ran 2 courses in in VIC and 1 in NSW. I think that is 3 or 4 years in a row now that we have run one in each state, I think we may need to return to scheduling a course and exam in each state rather than a national course and exam on the schedule. I will work with Andy on this for the 2019 season.

Pass rates are slightly higher this year at 37% up from 32% in 2017 and 25% in 2016. I can see that we are heading in the right direction here although I still want more. Again, I continue to work hard with the technical committee to keep this increasing in the future.

Teaching at level 3 is still in massive need of improvement and I will make that a focus over the summer to pass on to the trainers to pass on through to the candidates.

It was good to see a long time resitter from Buller finally break through at the end of season exam. We have quite a few people only 1 or 2 components away too so I expect a few more passing in the not too distant future.

Level 4

A pretty good year for us at level 4 relatively speaking of course, with two more successful level 4 candidates. Adam Rigby in Japan and Jackson Holtham at the EOS exam at Perisher.

Course numbers tapered off slightly this year, which was expected as 2017 was an outlier year for us at this level however, numbers for both courses were strong and exam participation was up from 18 to 26 across all exams. A slightly disappointing note for me was that there were a couple of people with real potential from 2017 that did not do the exam this year for a variety of different reasons and some of the stronger candidates from 2017 regressed a little in their riding.

Still seeing a few of the cereal resitters attempting the exam without putting any more time or effort into training and improving they continue to be donors to the APSI.

Teaching again was really weak. I made it a particular point to address this with the group at the presentation. I have identified the biggest issue and believe we can turn this around in 2019 provided they get enough time to train.

Observations from the season/Recommendations for the future

- Again in 2018 I had quite a lot of staff come to me about the issue with overwork, which I discussed last year. I was quite alarmed with some comments from instructors remarking that snowboard training was basically non-existent at a few different resorts. It was easy to see how that affected the riding and results at the end of season exams.
- Areas of weakness that were identified last year were rectified quite well with the exception of teaching, which will be a big focus over the summer.
- The discipline budgets were great, I would like to use it more next year for further training days in the resorts. It worked great for the NZ exchange and I am in the process of acquiring some training tools to help candidate's freestyle with the remainder of the snowboard budget.
- It has been mentioned in a number of other reports and I have been advocating for it to happen since I took over in 2014 but I think with the current workload and that looking to increase we need to explore full-time winter employees. From the snowboard perspective I would like to see the TD/NTC and 1 other be full time to allow enough time to get projects done and give the most benefit to the members.

- Emphasis for snowboard at increasing participation by removing the pre-requisite of having to be working for a ski school to attend. I do not want to remove the teaching hours component so I think we need to explore creative ways for people to be able to gain measurable and beneficial teaching hours without having to be employed by a ski school.
- I think as far as member benefits go I get quite a lot of interest from members who are not currently teaching wanting to attend courses. From my perspective moving forward I would allow a non-teaching member to attend a course provided they meet all the pre-requisites and are not taking a spot away from a current instructor. If the course is not full then I would welcome them to attend.
- I have had conversations with Andy about uploading the snowboard content of the App once the new update has been completed so I am planning on highlighting that in Bulgaria.
- I am happy to have a solid calendar for Japan for this year and snowboard is expanding in to Hakuba for the first time, which is exciting. Hopefully we can attract some good numbers.
- As Richard mentioned in his recommendations, and I have had discussions with Andy surrounding this also, an e-learning platform is an area we need to work on to get with the times and help our members and candidates be more successful in their jobs. It is not a cheap endeavor unfortunately, I asked the SBINZ guys how much theirs was to set up and they said it was a one-off cost of \$35k.
- Andy and I have also discussed some further education opportunities for some of the senior snowboard trainers to streamline efficiency in marking tasks at exams and some key areas of improvement for the examining team. I look forward to working with him and them to facilitate this in 2019.
- Continuing education and trainer development for the APSI trainer team which ties in to more training days as I mentioned last year possibly more easily facilitated by full time APSI trainers to be flexible with their time.

That's all from me for now, I'll keep everyone posted! Have a great summer!
Fed.

Telemark EOS Report

Telemark continues to grow with 9 courses run and 39 candidates. Exam participation dropped slightly and only a Level 2 exam was conducted.

Strategically I'm trying to build better connections with the greater Telemark Community through engaging with the Backcountry Festival at Falls Ck, my Involvement with the Fledgling Telemark Association of Australia, continuing to recruit trainers for each resort and maintaining the APSI Telemark Facebook Group.

The development of a Backcountry stream to compete with the AQF system is underway with the ADF.

Courses

Two Level 1 courses and a Level 2 course with Exam were run in Niseko. A further two level one courses were run at Perisher and one course at Falls Ck. A second level 2 course was run at Perisher and a Level 2 exam. A level 3 course did not get up this season. The two Level 4 candidates have completed 5 out of the 6 modules required to attain their Level 4

	Level 1	Level 2		Level 3		Level 4	
Year	Candidate s	Candidate s	Pass Rate	Candidate s	Pass Rate	Candidate s	Complete d
2013	3	4	50%	0	NA	1	1
2014	9	0	NA	0	NA	0	NA
2015	3	0	NA	3	100%	0	NA
2016	15	4	100%	0	NA	1	1
2017	21	6	83%	3	100%	0	1 (renewed)
2018	28	9	100%	0	NA	2	0

Exams

The Level 2 exams were successful with a 100% success rate.

Community Connections

This season my strategy to grow APSI Telemark has started to move into the greater Telemark Community. Ben Jackson worked with Bruce Easton at Wilderness Sports and Cam Walker, the organiser of the Backcountry Festival at Mt Hotham this year. Ben received a lot of interest which will hopefully be converted into Level 1 participants next season. I've been working with a few others to establish an Australian Telemark Association which intends to run more events and restart telemark competition in Australia. Once again, I hope to convert members of the TAA into Level 1 candidates. At a small level the APSI Telemark Facebook page performs this function as well.

Training

Trevor Greenwood has been promoted to a Level 2 instructor as his skills have developed and will take on a coordinating role in Japan this season helping with the on-ground tasks I can't do from Australia.

Chirs Lewczynski has almost completed his Level 4 and if he is successful in getting a bridging Visa will by my Trainer in Victoria, driving course participation (which he did this season) and reducing the need for me to travel to Victoria. Chris should also be able to support Trevor in Niseko.

The Telemark TD budget has been spent on a Training Day at Falls Ck, with another day planned for Japan. Both days are targeted to exposing ski schools without an APSI trainer to Telemark with the hope of participants going onto becoming candidates in a Level 1 course and to recruit future trainers with the goal of having a Trainer in each resort.

Backcountry Stream

I was approached by a Sargent in the ADF Cold Weather Operations Cell about the ability of the APSI to develop training for his unit's trainers on backcountry skiing skills with light telemark equipment and Telemark Courses. After the AGM I'll start working with Andy and the ADF to develop a backcountry skiing certification. This course will sit in parallel with the current Telemark Level 1 and allow candidates who possess either the Telemark Level 1 or the Backcountry Skiing certification to continue onto the Telemark Level 2 course.

Interski

Ben Jackson and I are both skiing significantly better and our synchro passes are working well with Tom Hodges. We have a strong concept to take to Interski which matches the team theme.

Education

A Level 2 exam prep video was produced over the winter which was well received by the Level 2 candidates. Work has begun on the next edition of the manual with Richard Jameson helping by taking photos for montages.

2018 Adaptive season review.

Andy, APSI board,

Apologies for absence from board meeting.

I would like to thank APSI again for the the support this season, especially Lexi in the office for the continued help throughout the season.

General -

Interest in Adaptive training and certification remains strong. There remains good recognition of the qualification as well appreciation for the skills qualified adaptive instructors have.

Feedback from ski school guest (through DWA surveys) are very positive. High return rate of adaptive guests. Huge satisfaction rates.

Training -

Two new trainers this season. TDD days with both were very useful in furthering their training. Tess Bella at Thredbo remains committed and strong providing all training at Thredbo. Charlotte Thorton at Perisher shadowed main in-house trainer Ursina Kradolfer and improved her skill set. Charlotte will need further training and a greater level of experience before she will be able to deliver course content in-house solo. Charley Evans at Falls remains strong training 7 new exam candidates and offered further training to 4 candidates that were unable to attend exams last year. Dean Sheppard at Hotham, with help from DWA Phill Knight trained 10 candidates, 8 of which sat the exam. Deans consistency of training differs from other resorts with less of a focus on teaching skills - suggest TEC day for him next season to bring him up to scratch. Buller had great intentions of providing pre-course/exam but in the end provided zero training. Mt Baw Baw has continued interest but no action. Selwyn trained 3 candidates but no exam. 'Vertikal' Canberra indoor centre interested in training days in November.

Feedback from most trainees is that they were extremely time poor and had split commitments in training.

Exams -

2018 APSI Adaptive exam passes

Falls 11

Hotham 8

Thredbo 3

Perisher 2

While there were no 'non passes' several people were advised no to attend the exam. This was mostly in discussion with myself and their trainer over their poor performance in training.

Other organisations-

The support DWA plays in providing assistance in adaptive training should be recognised as a vital partnership to all resorts. This mostly comes in the form of FOC equipment for trainees and membership for APSI adaptive cert instructors. Supplemental training is also provided by DWA resort service coordinators, especially Craig Stonestreet in Thredbo and Phill Knight at Hotham. DWA also makes use of APSI adaptive trainees as volunteer

guides at some Camp Programs. This exposes APSI candidates to real world adaptive students as well as provided DWA with vital experienced volunteers.

Support from the APC, especially Christain Geiger and Chris Budd, as well as all the APC athletes, in providing support in training and general advice should also be recognised

Facebook -

Seeing encouraging results from Tele and other disciplines Adaptive set out to use facebook groups to communicate with trainers and adaptive cert instructors. Lots of one way traffic from me. Will continue 2019 to build.

InterSki-

Involvement at the end of season Interski training very positive. Attending trainings/interski will be of great benefit to Adaptive qualification.

Summer Jobs-

Photos for manual - (T-bar use priority)

Adaptive App development

Interski presentations on and off snow.

Build level 2-3 of adaptive - (see appendix)

2019 Ideas-

Continued support of in-house trainers through TDD.

Offer pre-course style 2-3 courses early in season - extra training opportunities.

Early scheduling of exam dates.

Move theory components of exam to online, ie survey monkey

Personal & Professional & development -

Continued work with the demo team,

Work with other TD's & senior examiners to develop adaptive further, eg attend an alpine level 1 exam next winter.

Further develop communication & administration skills - a full day before next winter in the office with Lexi and Andy running though systems.

Adaptive TD budget not used. Plan to roll over to next winter. Ideas for \$\$\$ extra training days, use with small resorts, work on the App over summer.

Other -

My TD tenure is due for reelection in 2019. I intend to re apply for the role.

Thanks once again, look forward to northern winter, training in Japan, and most excitingly of all, Interski. See you all again next season.

Tom Hodges

APSI Adaptive Technical Director

Proposed Adaptive level system.

Level one (current)

Prerequisite - primary APSI qualification.

Course - Intro to Adaptive snowsports, to basic linked turns. Green. Focus on soft skills. 18 hours.

Exam - 2 beginner teaches (standing and sitting), Seated linked turns demo, theory, no MA

Level two (proposed 2019)

Prerequisite - primary APSI qualification, Adaptive level 1, 20 hours teaching adaptive

Course - basic to intermediate adaptive snowsports, Blue. Focus on hard skills.

Exam - 2 Intermediate teaches (standing and sitting), seated freeski, piloting demo, theory, MA component.

Level 3 (proposed 2020)

Prerequisite - primary APSI qualification, Adaptive level 2, 50 hours teaching adaptive

Course - advanced adaptive snowsports. Black. Intro to racing. Athlete development.

Exam - 2 advanced teaches (standing and sitting), seated freeski, piloting demo, theory, MA component.

Report to: APSI President
CC: The Board
Report from: Treasurer
Date: 26 – 27 October 2018
Subject: EOS Meeting – Financial Report

This report addresses:

1. Financial Report
 2. New calculation for 25% (Interski and Discipline allocations)
 3. Quickbooks online
-

1. FINANCIAL REPORT

REVENUE, EXPENSES, NET RPROFIT YTD

YTD 2018 (Jan - 30 Sept)		
	APSI	APSI – Excluding Interski funds/accounts
Income inc. bank interest	\$ 743,878.00	\$ 719,135.00
Expenditure	\$ 575,716.00	\$ 551,422.00
Net Profit	\$ 168,162.00	\$ 167,713.00

FORECAST 2018 FULL YEAR & 2019

The forecast Net Profit for 2018 full year is between \$150,000 and \$170,000.

The forecast for 2019, given similar activity (courses, exams and membership) as this year, is positive, but less than the anticipated 2018 result.

Factors affecting 2019 result include:

- Higher Interski expenses in 2019 than this year
- Increased rent (\$10 per week rental increase for the office in Jindabyne)
- Full year effect of wage/salary increases for office staff
- Allowances and wage increase to trainers, if any, and CPI increase for rookies
- Less sponsorship and support for Interski as momentum declines after the event in March
- Extent to which disciplines expend their discipline's allocation, and
- Pending decision at this meeting - extra salary paid to proposed new office assistant and proposed extra days employment to senior trainers to assist the TD Alpine and, potentially, extra days for the TD Snowboard.

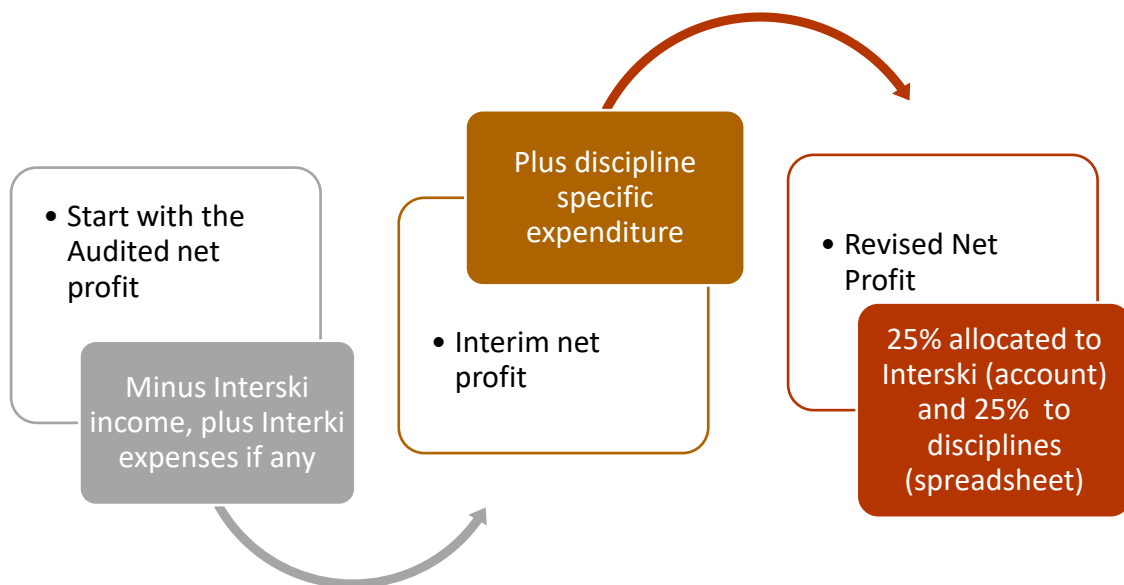
2. INTERSKI & DISCIPLINE ALLOCATIONS - NEW CALCULATION

The APSI quarantines 25% of net profit for Interski, and a further 25% to discretionary spending by disciplines. Implementation of these two policies requires review.

At present, the 25% is calculated as follows:

Audited net profit (hypothetical)	\$100,000
25% of \$100,000 =	\$25,000
Amount transferred to Interski account	\$25,000
Amount transferred to disciplines (spreadsheet)	\$25,000
Funds remaining (members equity)	\$50,000

Proposed New calculation:



Motion:

- *That the APSI adopt a new calculation method for the '25% Net Profit' transferred to Interski and to disciplines, as follows:*
 - *Audited net profit, minus Interski income, plus Interski expenses, plus discipline-specific expenditure multiplied by .25.*

Impact – Assume no Interski or Discipline expenses

	APSI funds (Member equity)	Funds to Interski	Funds to Disciplines
Audited net profit	\$100,000		
Less Interski funds (cash sponsorship, donations and team fundraising)		\$20,000	
Subtotal	\$80,000		
Add back Interski expenses	\$0		
Add back Discipline specific expenses	\$0		
25% of \$80,000		\$20,000	\$20,000
Funds distributed	\$40,000	\$40,000	\$20,000

Impact - Significant Interski and Discipline-specific expenses

	APSI funds (Member equity)	Funds to Interski	Funds to/from Disciplines
Audited net profit	\$50,000		
Less Interski funds (cash sponsorship, donations and team fundraising)		\$20,000	
Subtotal	\$30,000		
Add back Interski expenses (from Quickbooks Interski account)	\$50,000		
Interim Net Profit (\$30k+\$50K)	\$80,000		
Add back Discipline specific expenses (assume \$20,000)	\$20,000		
Revised Net Profit	\$100,000		
25% of \$100,000		\$25,000	\$25,000
Funds distributed	-\$20,000	\$45,000	\$25,000

What does that look like in 'real life'?

	2014	2015	2016	2017
Audited net profit	\$42,771	\$47,738	\$72,017	\$111,543
Interski Income (minus)	\$8,480	\$25,374	\$9,153	\$15,701
Balance	\$34,291	\$22,364	\$62,864	\$95,842
Interski expenses (add)	\$25,128	\$34,684	\$5,781	\$1,358
Discipline specific expense	\$0	\$0	\$0	\$0
Total	\$59,419	\$57,048	\$68,645	\$97,200
25% proposed calculation	\$14,855	\$14,262	\$17,161	\$24,300
25% actual calculation	\$10,693	\$11,935	\$18,004	\$27,886

Note the discipline-specific allocation didn't start until 2018.

3. QUICKBOOKS ONLINE

Motion

That the APSI purchase the online version of Quickbooks and transfer the accounts to the new system as soon as possible in the new financial year.

Rationale –

- The cost is lower than the cost of the current license by about \$600.
- Web based therefore Lex can get into the system anywhere and on any computer (assuming internet connection), and can work from home if required
- Treasurer can access the system and generate reports without having to get Lexi involved
- Compliance is improved – new tax tables are automatically available and don't have to be downloaded and installed annually
- Data is more secure – Lexi can't currently back up the file online as it's too big
- Presents an opportunity to fix a few longstanding glitches in the system/file.

Risk – Potentially changes how we're counting/calculating things and how the accounts are structured.

Deborah Shaw Meehan
Treasurer

Year	Action	Proposed calculation				
		Money in	APSI	Interski	Disciplines	
less Discipline & Interski expenditure						
0	Starting point bank balances		\$ 100.00	\$ -	\$ -	
1	End of year, audit says NP = \$100	\$ 100.00				
	Interski fundraiser raised \$20 - put in Interski account	-\$ 20.00		\$ 20.00		
	New Interim NP = \$80					
	Calculate 25%					
	Transfer \$20 to Disciplines & Interski, rest to APSI	-\$ 80.00	\$ 40.00	\$ 20.00		\$ 20.00
	Balance	\$ -	\$ 140.00	\$ 40.00		\$ 20.00
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	Annual income \$100 - expenses	\$ 100.00				
2	Disciplines spend \$20	-\$ 20.00				
	End of year audit says NP = \$80	\$ 80.00				
	Interski fundraiser raised \$20 - put in Interski account	-\$ 20.00		\$ 20.00		
	Pay APSI back from disciplines money - \$20	\$ 20.00			-\$	20.00
	New Interim NP = \$80	\$ 80.00				
	Transfer \$20 to Disciplines & Interski, rest to APSI	-\$ 80.00	\$ 40.00	\$ 20.00		\$ 20.00
		\$ -	\$ 180.00	\$ 80.00		\$ 20.00
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3	Annual income less expenses \$100	\$ 100.00				
	Disciplines spend \$20	-\$ 20.00				
	Interski spends \$40	-\$ 40.00				
	Audit says NP = \$40	\$ 40.00				
	Interski fundraiser raised \$20 - put in Interski account	-\$ 20.00		\$ 20.00		
	Pay APSI back from discipline money - \$20	\$ 20.00			-\$	20.00
	Pay APSI back from Interski money - \$40	\$ 40.00		-\$ 40.00		
	New Interim NP	\$ 80.00				
	Transfer \$20 to Disciplines & Interski, rest to APSI	-\$ 80.00	\$ 40.00	\$ 20.00		\$ 20.00
		\$ -	\$ 220.00	\$ 80.00		\$ 20.00

less Discipline & Interski expenditure		Money in	APSI	Interski	Disciplines
	Annual income less expenses \$100	\$ 100.00			
4	Disciplines spend \$20	-\$ 20.00			
	Interski spends \$60	-\$ 60.00			
	Audit says NP = \$40	\$ 20.00			
	Interski fundraiser raised \$20 - put in Interski account	-\$ 20.00		\$ 20.00	
	Pay APSI back from discipline money - \$20	\$ 20.00			-\$ 20.00
	Pay APSI back from Interski money - \$40	\$ 60.00		-\$ 60.00	
	New Interim NP	\$ 80.00			
	Transfer \$20 to Disciplines & Interski, rest to APSI	-\$ 80.00	\$ 40.00	\$ 20.00	\$ 20.00
	New balances	\$ -	\$ 260.00	\$ 60.00	\$ 20.00



Australian Professional Snowsport Instructors

Constitution

Under the Association's Incorporation Act 2009

About this model constitution

The constitution of an incorporated association forms the structure within which the association operates.

To assist associations develop their constitution, NSW Fair Trading has prepared this model constitution, which covers the matters required by law. An association may:

- adopt this model constitution; or
- adopt a modified version of this model constitution.

Adopting the model constitution (without modification)

Any changes made to the model constitution will automatically apply to all associations that have adopted the model constitution (without modification).

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This publication must not be relied on as legal advice. For more information please refer to the appropriate legislation or seek independent legal advice.

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Part 1 Preliminary

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1 1a. Definitions

(1) In this constitution:

ordinary committee member means a member of the committee who is not an office-bearer of the association.

secretary means:

(a) the person holding office under this constitution as secretary of the association, or

(b) if no person holds that office - the public officer of the association.

special general meeting means a general meeting of the association other than an annual general meeting.

the Act means the *Associations Incorporation Act 2009*.

the Regulation means the *Associations Incorporation Regulation 2016*.

1.1 The name of the incorporated APSI is the **Australian Professional Snowsport Instructors Incorporated** hereinafter referred to as APSI

1.2 The **Board of Management or Board** meeting means a meeting of the President, General Manager (ex officio), Treasurer, Alpine Technical Director, Snow Board Technical Director, Telemark Technical Director, Nordic Technical Director, Adaptive Technical Director, one resorts representative, one snowsport schools representative.

1.3 The **Executive Management or Executive** meeting means a meeting of the President, General Manager (ex officio), Alpine Technical Director, Vice President and Treasurer.

1.4 The **General Manager** will be an employee of the APSI but can, by approval of the Board, hold a technical director's role if it is deemed necessary.

1.5 The **General Manager** does have voting rights on the Board

1.6 The **Vice President** is to be elected from the **Board of Management** and cannot include the President or the General Manager.

1.7 The **President** and **Treasurer** are to be elected from the general membership of the APSI.

The **Public Officer** of the APSI is appointed by the APSI.

The **Act** means the *APSIs Incorporation Act 2009*.

The **Regulation** means the *APSIs Incorporation Regulation 2010*.

ASAA means Australian Ski Areas APSIs

Interski means the International APSI of Ski Instructing which incorporates ISIA, IVSI, IVSS

Member means an individual who is a member of the APSI

(2) In this constitution:

(a) a reference to a function includes a reference to a power, authority and duty, and

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Definitions to be updated following agreement on Board composition and other amendments

DM NOTE

Clarify/affirm the following meanings:

- committee member
- GM
- administrator
- secretary

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- (b) a reference to the exercise of a function includes, if the function is a duty, a reference to the performance of the duty.
- (3) The provisions of the [Interpretation Act 1987](#) apply to and in respect of this constitution in the same manner as those provisions would so apply if this constitution were an instrument made under the Act.

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1b. Aims (Statement of Purposes)

1.1 To promote, develop, co-ordinate and conduct education, training, accreditation and other programs and projects related to snow sport instruction and APSI activities.

1.2 To ensure the protection of the separate and collective interests of all members and affiliated bodies.

1.3 To implement policies in relation to the conduct, administration, promotion and regulation of snow sport instructor training and accreditation.

1.4 To raise the levels and standards of instruction in snow sports.

1.5 To provide opportunities for all members to maximise their individual potential by fully developing their skills.

1.6 To co-operate with and assist any organisation having objects and purposes similar to those of the APSI in any manner which may further the interests of snow sport instruction or the APSI generally, including liaison, support and collaboration with the ISIA, Interski, IVSS, IVSI and ASAA and other snow sport organisations.

1.7 To disseminate information to all members

1.8 To maintain relevant records of the APSI activities

1.9 To promote a greater awareness of the APSI throughout the community, government, media and corporate sector.

1.10 To select and appoint members to represent the APSI in international snow sport instruction events and related activities

Commented [AH2]: NOTE TO BOARD

Please read and bring proposed amendments to the Board meeting

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Part 2 Membership

2 Membership generally

- (1) A person is eligible to be a member of the APSI if:
 - (a) the person is a natural person, and
 - (b) the person has applied [and been approved](#) for membership of the APSI in accordance with clause 3.

3. Application for membership

(1) APSI may grant membership in the manner referred to in Sub Rule 3.1 hereunder to any individual or organisation.

(a) membership can be applied for through electronic registration through the APSI website [as may be amended from time to time or directly at the office of the APSI.](#)

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(b) upon approval and subject to meeting the financial requirements of membership, the applicant shall be advised by the APSI who shall enter or cause to be entered the applicant's name in the register of members, and on upon the name being so entered, the applicant becomes a member of the APSI

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(c) APSI retains the right to refuse membership to any natural person or body

4 Cessation of membership

A person ceases to be a member of the APSI if the person:

- (a) dies, or
- (b) resigns membership, or
- (c) is expelled from the APSI, or
- (d) has not paid membership fees within the past financial year

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How many OFF line payments for membership to be take these days?

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5 Membership entitlements not transferable

A right, privilege or obligation which a person has by reason of being a member of the APSI:

- (a) is not capable of being transferred or transmitted to another person, and
- (b) terminates on cessation of the person's membership.

6 Resignation of membership

- (1) A member of the APSI may resign from membership of the APSI by first giving to the administrator written notice of at least 1 month (or any other period that the committee may determine) 28 days of the member's intention to resign and, on the expiration of the period of notice, the member ceases to be a member.
- (2) If a member of the APSI ceases to be a member under subclause (1), and in every other case where a member ceases to hold membership, the administrator must make an appropriate entry in the register of members recording the date on which the member ceased to be a member.

(3) A member is not entitled to a refund upon resignation and remains liable to APSI for any moneys owing by the member at the date of the resignation.

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7 Register of members

- (1) The secretary/public officer of the APSI must establish and maintain a register of members of the association (whether in written or electronic form) APSI specifying the name and postal, residential or email address of each person who is a member of the association APSI together with the date on which the person became a member.
- (2) The register of members must be kept in New South Wales:
 - (a) at the main premises of the APSI, or
 - (b) if the APSI has no premises, at the APSI's official address.
- (3) The register of members must be open for inspection, free of charge, by any member of the APSI at any reasonable hour.

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How does this work with privacy of information if the register of members includes home address, private phone number etc? Can we be more specific about that members are entitled to see about other members – e.g. just names of financial members, nothing more.

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- (4) A member of the APSI may obtain a copy of any part of the register on payment of a fee of not more than \$1 for each page copied.
- (5) If a member requests that any information contained on the register about the member (other than the member's name) not be available for inspection, that information must not be made available for inspection.
- (6) A member must not use information about a person obtained from the register to contact or send material to the person, other than for:
 - (a) the purposes of sending the person a newsletter, a notice in respect of a meeting or other event relating to the APSI or other material relating to the APSI, or
 - (b) any other purpose necessary to comply with a requirement of the Act or the Regulation.

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As above – but do we actively ask members if they want their information made available to other members on request? If not, then we need to reconsider either our process or 7.1, 7.3 and 7.4 and this clause

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- (7) If the register of members is kept in electronic form:
 - (a) it must be convertible into hard copy, and
 - (b) the requirements in subclauses (2) and (3) apply as if a reference to the register of members is a reference to a current hard copy of the register of members.

Commented [AH8]: AH to confirm

8 Fees and subscriptions

- A member of the APSI must, on admission to membership, pay to the APSI an annual fee that will be determined by the committee.
- (2) In addition to any amount payable by the member under subclause (1), a member of the association must pay to the association an annual membership fee of \$2 or, if some other amount is determined by the committee, that other amount:
 - (a) except as provided by paragraph (b), before the first day of the financial year of the association in Board each calendar year, or,
 - (b) if the member becomes a member on or after the first day of the financial year of the association in any calendar year—on becoming a member and before the first day of the financial year of the association in each succeeding calendar year.

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9 Members' liabilities

The liability of a member of the association APSI to contribute towards the payment of the debts and liabilities of the association APSI or the costs, charges and expenses of the winding up of the association APSI is limited to the amount, if any, unpaid by the member in respect of membership of the association APSI as required by clause 8.

Commented [AH9]: DM NOTE
Deemed to be a member for a year (Does membership cease on day 365 or day 366 if membership fee remains unpaid? How does this work? If the APSI is wound up and someone hasn't paid membership but the timing is within the 365/366 days deeming period, then they are liable for their membership fee only, but how does the APSI recover these funds? Not workable. .)

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10 Resolution of disputes

- (1) A dispute between a member and another member (in their capacity as members) of , on the association, one part and the Board of Management, any officer of the APSI and/or the APSI arises in which the dispute relates to a decision of the Board of Management, all parties agree to first endeavour to settle the dispute by mediation conducted in accordance to the Community Justice Centres Act 1983
- (2) If a dispute between a member or members and the association, are and another member of the APSI arises then either party may request in writing, accompanied by the appropriate fee to be referred to a Community Justice

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Consider in relation to the proposed grievance policy

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Centre for mediation under the Community Justice Centres Act 1983 determined, that the APSI Board of Management settle the dispute by mediation conducted in accordance with the Community Justice Centres Act 1983. The Board of management will act as mediators in the dispute in the first instance.

(3) If a dispute is not resolved by mediation within 3 months of the referral to a Community Justice Centre, the dispute is to be referred to arbitration.

(3) The Commercial Arbitration Act 2010(4) The Commercial Arbitration Act 1984 applies to a dispute referred to arbitration.

(5) All details of such dispute to remain confidential.

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11 Disciplining of members

(1) A complaint may be made to the Board by any person that is a member of the APSI or if the Board is of the opinion that the member

(a) has refused or neglected to comply with a provision or provisions of this constitution, or

(b) has wilfully acted in a manner prejudicial to the interests of the APSI.

(2) The Board may refuse to deal with a complaint if it considers the complaint to be trivial or vexatious in nature.

(3) If the Board decides to deal with the complaint, the Board:

(a) must cause notice of the complaint to be served on the member concerned, and

(b) must give the member at least 14 days from the time the notice is served within which to make submissions to the Board in connection with the complaint, and

(c) must take into consideration any submissions made by the member in connection with the complaint.

(4) The Board may, by resolution, expel the member from the APSI or suspend the member from membership of the APSI if, after considering the complaint and any submissions made in connection with the complaint, it is satisfied that the facts alleged in the complaint have been proved and the expulsion or suspension is warranted in the circumstances.

(5) If the Board expels or suspends a member, the administrator must, within 7 days after the action is taken, cause written notice to be given to the member of the action taken, of the reasons given by the Board for having taken that action and of the member's right of appeal under clause 12.

(6) The expulsion or suspension does not take effect:

(a) until the expiration of the period within which the member is entitled to appeal against the resolution concerned, or

(b) if within that period the member exercises the right of appeal, unless and until the APSI confirms the resolution under clause 12, whichever is the later.

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Consider in relation to the proposed grievance policy

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12 Right of appeal of disciplined member

- (1) A member may appeal to the APSI in writing against a resolution of the Board under clause 11, within 7 days after notice of the resolution is served on the member, by lodging with the Administrator a notice to that effect.
- (2) The notice may, but need not, be accompanied by a statement of the grounds on which the member intends to rely for the purposes of the appeal.
- (3) On receipt of a notice from a member under subclause (1), the Administrator must notify the committee, Board which is to convene a general meeting of the Executive management Committee of the APSI to be held within 28 days after the date on which the Administrator received the notice.
- (4) At a general meeting of the Executive Management committee convened under subclause (3):
 - (a) no business other than the question of the appeal is to be transacted, and
 - (b) the Board and the member must be given the opportunity to state their respective cases orally or in writing, or both, and
 - (c) the members present are to vote by secret ballot on the question of whether the resolution should be confirmed or revoked.
- (5) The appeal is to be determined by a simple majority of votes cast by members of the APSI.

Part 3 The Board

13 Powers of the Board

Subject to the Act, the Regulation, this constitution and any resolution passed by the APSI in an Annual General Meeting, the Board may

control and manage the affairs of the APSI as defined within the functions that may be exercised by Constitution and By Laws subject only to the overriding powers of the Annual General Meeting

- (a) (c) has power to perform all the actsto make and do all things that appear to the committee to be repeal By Laws at any time as it may deem necessary for the proper conduct and administration of APSI

to delegate all or any of its power to the Executive Management Committee, or to any sub committee of the APSI. Such delegation may be made generally or for a particular purpose and may at any time be withdrawn

- (b) to consider declaring vacant the position of any Officer who is reported to be in breach of attendance requirements and to fill that or any office becoming vacant before the expiration of the office

- (c) to reinstate a person who has been expelled or suspended

14 Composition and membership of Board

- (1) The Board is to consist of:
 - (a) the office-bearers of the association, and
 - (b) at least 3 ordinary committee members.

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Consider in relation to the proposed grievance policy

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Consider Board composition

Consider other NFP sporting organisations

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each of whom is to be elected at the annual general meeting of the association under clause 15.

Note. Section 28 of the Act contains further requirements concerning eligibility for membership and composition of the committee.

(2) The total number of committee members is to be 7.

(3) The office-bearers of the association are as follows:

(a) the president,

(b) the general manager who is an employee of the APSI (ex officio) with voting rights

(e) alpine technical director

(f) snowboard technical director

(g) nordic technical director

(h) telemark technical director

(i) adaptive technical director

(2) At least two ordinary members who will be the mountain resort representative and the snow sport school director's representative, each of whom is to be elected annually at the Annual General Meeting of the APSI under clause 15.

(3) The total number of Board members is to be 9.

(4) The vice president is to be elected from the Board of Management and cannot include the President or General Manager.

(a) the role of treasurer is to be elected from the general membership of the APSI.

(5) The Executive of the APSI are as follows:

(a) the president

(b) the vice president

(c) the treasurer

(d) the general manager

(e) the alpine technical director

(6) A Board member may hold up to 2 offices (other than the offices of president and the general manager.

(5) There is no maximum number of consecutive terms for which a committee member may hold office.

Note. Schedule 1 to the Act provides that an association's constitution is to address the maximum number of consecutive terms of office of any office-bearers on the committee.

(7) Each member of the committeeBoard is, subject to this constitution, to hold office until immediately before the election of committee members at the annual general meeting next the conclusion of the Annual General Meeting following the date of the member's election, and is eligible for re-election.

(8) Terms of election

(a) President – four years

(b) Technical directors – four years

(c) Ordinary members – one year

(d) Treasurer – four years

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Commented [AH16]: Committee to be established
28 COMMITTEE TO BE ESTABLISHED

(1) An **association** must establish a **committee** to manage its affairs.

Note : An **association's** registration is liable to be cancelled if it does not comply with this subsection.

(2) The **committee** must include 3 or more members, each of whom is aged 18 years or more and at least 3 of whom are ordinarily resident in Australia.

Note : An **association's** registration is liable to be cancelled if its **committee** does not comply with this subsection.

(3) The **committee** may **exercise** such of the **association's** powers as are not required by this Act or its **constitution** to be **exercised** by the **association** in general meeting.

(4) A **committee member's** acts are valid despite any defect in his or her appointment.

(5) Within 14 days after vacating office, a former **committee member** of an **association** must ensure that all documents in his or her possession that belong to the **association** are delivered to the **public officer** for delivery to his or her successor.
Maximum penalty: 1 penalty unit.

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Consider timeframes

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15 Election of Board members

- (1) Nominations of candidates for election as Board members of the APSI
 - (a) must be made in writing, signed by two members of the APSI and accompanied by the written consent of the candidate (which may be endorsed on the form of the nomination), and
 - (b) must be delivered to the Administrator of the APSI at least 7 days before the date fixed for the holding of the Annual General Meeting in writing at which the election is to take place.
- (2) If insufficient nominations are received to fill all vacancies on the Board, the candidates nominated are taken to be elected.
- (3) If insufficient nominations are received, any vacant positions remaining on the Board are taken to be casual vacancies.
- (4) If the number of nominations received is equal to the number of vacancies to be filled, the persons nominated are taken to be elected.
- (5) If the number of nominations received exceeds the number of vacancies to be filled, a ballot is to be held.
- (6) The ballot for the election of office-bearers and ordinary committee members of the committee Board is to be conducted at the annual general meeting Annual General Meeting in any usual and proper manner that the committee directs Board may direct.
- (7) A person nominated as a candidate for election for the Board must be a member of the APSI.

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Consider days in conjunction with any proposed electronic voting timeframes.

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16 Secretary. Appointments

- (1) The following officer may be appointed at the Annual General Meeting
Patron
Auditor

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- (2) The Board shall appoint

Any employee.

Public officer.

Honorary solicitor

Financial and accounting services

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Review with existing

17. Public Officer

- (1) The public officer will be appointed by the Board.
- (2) It is the duty of the secretary Public Officer to keep minutes (whether in written or electronic form) of:
 - (a) all appointments of the Board, and
 - (b) the names of members of the Board present at a Board meeting or a in a general meeting, and

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(c) all proceedings at Board meetings and in general meetings.

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(3) It is the duty of the public officer to undertake the annual returns as required by the NSW Department of Fair Trading

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(4) Minutes of proceedings at a meeting must be signed by the chairperson of the meeting or by the chairperson of the next succeeding meeting.

(4) The signature of the chairperson may be transmitted by electronic means for the purposes of subclause (3).

17 18. Treasurer

It is the duty of the treasurer of the APSI to oversee the administrator to ensure:

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(a) that all money due to the APSI is collected and received and that all payments authorised by the APSI are made, and

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(b) that correct books and accounts are kept showing the financial affairs of the APSI, including full details of all receipts and expenditure connected with the activities of the APSI.

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18 19. Casual vacancies

- (1) In the event of a casual vacancy occurring in the membership of the Board, the Board may appoint a member of the APSI to fill the vacancy and the member so appointed is to hold office, subject to this constitution, until the conclusion of the Annual General Meeting the next following year after the date of the appointment.
- (2) A casual vacancy in the office of a member of the Board occurs if the member:
 - (a) dies, or
 - (b) ceases to be a member of the APSI, or
 - (c) is or becomes an insolvent under administration within the meaning of the Corporations Act 2001 of the Commonwealth, or
 - (d) resigns office by notice in writing given to the Administrator, or
 - (e) is removed from office under clause 19, or
 - (f) becomes a mentally incapacitated person, or
 - (g) is absent without the consent of the Board from 3 consecutive meetings of the Board, or
 - (h) is convicted of an offence involving fraud or dishonesty for which the maximum penalty on conviction is imprisonment for not less than 3 months, or
 - (i) is prohibited from being a director of a company under Part 2D.6 (Disqualification from managing corporations) of the Corporations Act 2001 of the Commonwealth.

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19 20. Removal of Board members

- (1) The APSI in general meeting may by resolution remove any member of the Board from the office of member before the expiration of the member's term of office and may by resolution appoint another person to hold office until the expiration of the term of office of the member so removed.
- (2) If a member of the Board to whom a proposed resolution referred to in subclause (1) relates makes representations in writing to the Administrator or president (not exceeding a reasonable length) and requests that the representations be notified to the members of the APSI, the Administrator or the president may send a copy of the representations to each member of the APSI or, if the representations are not so sent, the member is entitled to require that the representations be read out at the meeting at which the resolution is considered.

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20 Committee 21. Board meetings and quorum

- (1) The Board must meet at least twice in each period of 12 months at the place and time that the Board may determine.
- (2) Additional meetings of the Board may be convened by the president or by any member of the Board.
- (3) Oral or written notice of a meeting of the committeeBoard must be given by the secretaryAdministrator to each member of the committeeBoard at least 48 hours

(or any other period that may be unanimously agreed on by the members of the committee Board) before the time appointed for the holding of the meeting.

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- (4) Notice of a meeting given under subclause (3) must specify the general nature of the business to be transacted at the meeting and no business other than that business is to be transacted at the meeting, except business which the Board members present at the meeting unanimously agree to treat as urgent business.

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- (5) Any five members of the Board constitute a quorum for the transaction of the business of a meeting of the Board.

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(6) Any three members of the Executive constitute a quorum for the transaction of the business of a meeting of the Executive.

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- (7) No business is to be transacted by the Board unless a quorum is present and if, within half an hour of the time appointed for the meeting, a quorum is not present, the meeting is to stand adjourned to a time agreed upon by the Executive

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- (9) If at the adjourned meeting a quorum is not present within half an hour of the time appointed for the meeting, the meeting is to be dissolved.

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(10) At a meeting of the Board:

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- (a) the president or, in the president's absence, the vice-president is to preside, or

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- (b) if the president and the vice-president are absent or unwilling to act, one of the remaining members of the Board as may be chosen by the members present at the meeting is to preside.

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21 Appointment of association members as committee members to constitute quorum

(1) If at any time the number of committee members is less than the number required to constitute a quorum for a committee meeting, the existing committee members may appoint a sufficient number of members of the association as committee members to enable the quorum to be constituted.

(2) A member of the committee so appointed is to hold office, subject to this constitution, until the annual general meeting next following the date of the appointment.

(3) This clause does not apply to the filling of a casual vacancy to which clause 18 applies.

22 Use of technology at committee meetings

(1) A committee meeting may be held at 2 or more venues using any technology approved by the committee that gives each of the committee's members a reasonable opportunity to participate.

(2) A committee member who participates in a committee meeting using that technology is taken to be present at the meeting and, if the member votes at the meeting, is taken to have voted in person.

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23 Delegation by Board to sub-Board

- (1) The Board may, by instrument in writing, delegate to one or more sub-Boards (consisting of the member or members of the association that APSI as the Board thinks fit) the exercise of any of the functions of the committee that Board as are specified in the instrument, other than:
 - (a) this power of delegation, and
 - (b) a function which is a duty imposed on the Board by the Act or by any other law.
- (2) A function the exercise of which has been delegated to a sub-Board under this clause may, while the delegation remains unrevoked, be exercised from time to time by the sub-Board in accordance with the terms of the delegation.
- (3) A delegation under this clause may be made subject to any conditions or limitations as to the exercise of any function, or as to time or circumstances, that may be specified in the instrument of delegation.
- (4) Despite any delegation under this clause, the Board may continue to exercise any function delegated.
- (5) Any act or thing done or suffered by a sub-Board acting in the exercise of a delegation under this clause has the same force and effect as it would have if it had been done or suffered by the Board.
- (6) The Board may, by instrument in writing, revoke wholly or in part any delegation under this clause.
- (7) A sub-Board may meet and adjourn as it thinks proper.

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24 23. Voting and decisions

- (1) Questions arising at a meeting of the Board or of any sub-Board appointed by the Board are to be determined by a majority of the votes of members of the Board or sub-Board present at the meeting.
- (2) Each member present at a meeting of the Board or of any sub-Board appointed by the Board (including the person presiding at the meeting) is entitled to one vote but, in the event of an equality of votes on any question, the person presiding may exercise a second or casting vote.
- (3) Subject to clause 21 (5), the Board may act despite any vacancy on the Board.
- (4) Any act or thing done or suffered, or purporting to have been done or suffered, by the Board or by a sub-Board appointed by the Board, is valid and effectual despite any defect that may afterwards be discovered in the appointment or qualification of any member of the Board or sub-Board.

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Part 4 – General meetings

25 24. Annual General Meeting - holding of

- (1) The APSI must hold its first Annual General Meeting within 18 months after its registration under the Act.
- (2) The APSI must hold its Annual General Meetings:
 - (a) within 6 months after the close of the APSI's financial year, or

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(b) within any later time that may be allowed or prescribed under section 37 (2) (b) of the Act.

26 25. Annual General Meeting - calling of and business at

- (1) The Annual General Meeting of the APSI is, subject to the Act and to clause 2524, to be convened on the date and at the place and time that the Board thinks fit.
- (2) In addition to any other business which may be transacted at an Annual General Meeting the business of an Annual General Meeting is to include the following:
 - (a) to confirm the minutes of the last preceding annual Annual General Meeting and of any special general meeting held since that meeting,
 - (b) to receive from the Board reports on the activities of the APSI during the last preceding financial year,
 - (c) to elect Board members of the APSI
 - (d) to receive and consider any financial statement or report required to be submitted to members under the Act.
- (3) An annual general meeting Annual General Meeting must be specified as that type of meeting in the notice convening it.

27 26 Special General meetings - calling of

- (1) The Board may, whenever it thinks fit, convene a special general meeting of the APSI.
- (2) The Board must, on the requisition of at least 5%10 per cent of the total number of members, convene a general meeting of the APSI.
- (3) A requisition of members for a special general meeting:
 - (a) must be in writing, and
 - (b) must state the purpose or purposes of the meeting, and
 - (c) must be signed by the members making the requisition, and
 - (d) must be lodged with the secretary Administrator, and
 - (e) may consist of several documents in a similar form, each signed by one or more of the members making the requisition.
- (4) If the Board fails to convene a general meeting to be held within one month after the date on which a requisition of members for the meeting is lodged with the Administrator, any one or more of the members who made the requisition may convene a special general meeting to be held not later than 3 months after that date.
- (5) A special general meeting convened by a member or members as referred to in subclause (4) must be convened as nearly as is practicable in the same manner as general meetings are convened by the Board.

(6) For the purposes of subclause (3):

- (a) a requisition may be in electronic form, and
- (b) a signature may be transmitted, and a requisition may be lodged, by electronic means.

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Consider member numbers and the impact of electronic voting

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28 27. Notice

- (1) Except if the nature of the business proposed to be dealt with at a special general meeting requires a special resolution of the APSI, the Administrator must, at least 14 days before the date fixed for the holding of the general meeting, give a notice to each member specifying the place, date and time of the meeting and the nature of the business proposed to be transacted at the meeting.
- (2) If the nature of the business proposed to be dealt with at a special general meeting requires a special resolution of the APSI, the Administrator must, at least 21 days before the date fixed for the holding of the special general meeting, cause notice to be given to each member specifying, in addition to the matter required under subclause (1), the intention to propose the resolution as a special resolution.
[Note. A special resolution must be passed in accordance with section 39 of the Act.](#)
- (3) No business other than that specified in the notice convening a special general meeting is to be transacted at the meeting except, in the case of an Annual General Meeting, business which may be transacted under clause 2625 (2).
- (4) A member desiring to bring any business before a special general meeting may give notice in writing of that business to the Administrator who must include that business in the next notice calling a special general meeting given after receipt of the notice from the member.

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29 28. Quorum for special general meetings

- (1) No item of business is to be transacted at a special general meeting unless a quorum of members entitled under this constitution to vote is present during the time the meeting is considering that item.
- (2) Fifteen members present (being members entitled under this constitution to vote at a special general meeting) constitute a quorum for the transaction of the business of a special general meeting.
- (3) If within half an hour after the appointed time for the commencement of a special general meeting a quorum is not present, the meeting:
 - (a) if convened on the requisition of members is to be dissolved, and
 - (b) in any other case is to stand adjourned to the same day in the following week at the same time to be confirmed by the Executive and (unless another place is specified at the time of the adjournment by the person presiding at the meeting or communicated by written notice to members given before the day to which the meeting is adjourned) at the same place.
- (4) If at the adjourned meeting a quorum is not present within half an hour after the time appointed for the commencement of the meeting, the members present (being at least 5) are to constitute a quorum.

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30 29. Presiding member

- (1) The president or, in the president's absence, the vice-president, is to preside as chairperson at each general meeting of the APSI.
- (2) If the president and the vice-president are absent or unwilling to act, the members present must elect one of their number to preside as chairperson at the meeting.

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31 30. Adjournment

- (1) The chairperson of a general meeting at which a quorum is present may, with the consent of the majority of members present at the meeting, adjourn the meeting from time to time and place to place, but no business is to be transacted at an adjourned meeting other than the business left unfinished at the meeting at which the adjournment took place.
- (2) If a general meeting is adjourned for 14 days or more, the Administrator must give written or oral notice of the adjourned meeting to each member of the APSI stating the place, date and time of the meeting and the nature of the business to be transacted at the meeting.
- (3) Except as provided in subclauses (1) and (2), notice of an adjournment of a general meeting or of the business to be transacted at an adjourned meeting is not required to be given.

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32 31. Making of decisions

- (1) A question arising at a general meeting of the APSI is to be determined by:
 - (a) a show of hands or, if the meeting is one to which clause 37 applies, any appropriate corresponding method that the committee may determine, or
 - (b) if on the motion of the chairperson or if 5 or more members present at the meeting decide that the question should be determined by a written ballot—a written ballot.
- (2) If the question is to be determined by a show of hands, a declaration by the chairperson that a resolution has, on a show of hands, been carried or carried unanimously or carried by a particular majority or lost, or an entry to that effect in the minute book of the APSI, is evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against that resolution.
- (3) Subclause (2) applies to a method determined by the committee under subclause (1) (a) in the same way as it applies to a show of hands.
- (4) If the question is to be determined by a written ballot, the ballot is to be conducted in accordance with the directions of the chairperson.

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33 32. Special resolutions

A special resolution may only be passed by the APSI in accordance with section 39 of the Act.

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34 33. Voting

- (1) On any question arising at a general meeting of the APSI a member has one vote only.
- (2) In the case of an equality of votes on a question at a in writing, the chairperson of the meeting is entitled to exercise a second or casting vote.
- (3) A member is not entitled to vote at any general meeting of the APSI unless all money due and payable by the member to the APSI has been paid.
- (4) A member is not entitled to vote at any general meeting of the association if the member is under 18 years of age.

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35 34. Proxy votes

(1) Proxy voting must not be undertaken at or in respect of a general meeting.

(Note, Schedule 1 to the Act provides that an association's APSI's constitution is to address whether members of the association APSI are entitled to vote by proxy at general meetings.

36 (2) Proxy Votes must be recorded on the APSI Proxy Vote form and be delivered to the Administrator two clear business days before the AGM

35. Postal or electronic ballots

(1) The association APSI may hold a postal or electronic ballot (as the committee determines) to determine any issue or proposal (other than an appeal under clause 12).

(2) A postal or electronic ballot is to be conducted in accordance with Schedule 3 to the Regulation.

37 Use of technology at general meetings

(1) A general meeting may be held at 2 or more venues using any technology approved by the committee that gives each of the association's members a reasonable opportunity to participate.

(2) A member of an association who participates in a general meeting using that technology is taken to be present at the meeting and, if the member votes at the meeting, is taken to have voted in person.

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Consider the types of election that require electronic ballots

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Part 5 Miscellaneous

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38 36. Insurance

The APSI may effect and maintain insurance.

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39 37. Funds - source

- (1) The funds of the APSI are to be derived from course fees, sales of merchandise and annual subscriptions of members, donations and, subject to any resolution passed by the APSI in special general meeting, any other sources that the Board determines.
- (2) All money received by the APSI must be deposited as soon as practicable and without deduction to the credit of the APSI's bank or other authorised deposit-taking institution account.
- (3) The APSI must, as soon as practicable after receiving any money, issue an appropriate receipt.

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40 38. Funds - management

- (1) Subject to any resolution passed by the APSI in special general meeting, the funds of the APSI are to be used solely in pursuance of the objects of the APSI in the manner that the Board determines.
- (2) All cheques, electronic banking transactions, drafts, bills of exchange, promissory notes and other negotiable instruments must be signed by 2 authorised signatories any two of the president, the treasurer or the general manager of the APSI.

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41 Association is non-profit

Subject to the Act and the Regulation, the association must apply its funds and assets solely in pursuance of the objects of the association and must not conduct its affairs so as to provide a pecuniary gain for any of its members.

Note. Section 5 of the Act defines pecuniary gain for the purpose of this clause.

42 Distribution of property on winding up of association

- (1) Subject to the Act and the Regulations, in a winding up of the association, any surplus property of the association is to be transferred to another organisation with similar objects and which is not carried on for the profit or gain of its individual members.
- (2) In this clause, a reference to the surplus property of an association is a reference to that property of the association remaining after satisfaction of the debts and liabilities of the association and the costs, charges and expenses of the winding up of the association.

Note. Section 65 of the Act provides for distribution of surplus property on the winding up of an association.

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43 39. Change of name, objects and constitution

An application for registration of a change in the association's APSI's name, objects or constitution in accordance with section 10 of the Act is to be made by the public officer or a committeeBoard member.

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44 40. Custody of books etc

Except as otherwise provided by this constitution, all records, books and other documents relating to the association must be kept in New South Wales: APSI.

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(a) at the main premises of the association, in the custody of the public officer or a member of the association (as the committee determines), or

(b) if the association has no premises, at the association's official address, in the custody of the public officer.

45 41. Inspection of books etc

(1) The following documents must be open to inspection, free of charge, by a member of the APSI at any reasonable hour:

- (a) records, books and other financial documents of the APSI,
- (b) this constitution,
- (c) minutes of all Board meetings and in writings of the APSI.

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(2) A member of the APSI may obtain a copy of any of the documents referred to in subclause (1) on payment of a fee of not more than \$1 for each page copied.

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(3) Despite subclauses (1) and (2), the committee may refuse to permit a member of the association to inspect or obtain a copy of records of the association that relate to confidential, personal, employment, commercial or legal matters or where to do so may be prejudicial to the interests of the association.

46 42. Service of notices

(1) For the purpose of this constitution, a notice may be served on or given to a person:

- (a) by delivering it to the person personally, or
- (b) by sending it by pre-paid post to the address of the person, or
- (c) by sending it by facsimile transmission or some other form of electronic transmission to an address specified by the person for giving or serving the notice.

(2) For the purpose of this constitution, a notice is taken, unless the contrary is proved, to have been given or served:

- (a) in the case of a notice given or served personally, on the date on which it is received by the addressee, and
- (b) in the case of a notice sent by pre-paid post, on the date when it would have been delivered in the ordinary course of post, and
- (c) in the case of a notice sent by facsimile transmission or some other form of electronic transmission, on the date it was sent or, if the

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machine from which the transmission was sent produces a report indicating that the notice was sent on a later date, on that date.

47 43. Financial year

The financial year of the APSI is:

- (a) the period of time commencing on the date of incorporation of the APSI and ending on the following 31 December, and
- (b) each period of 12 months after the expiration of the previous financial year of the APSI, commencing on 1 January and ending on the following 31 December.

Notes.

1. Schedule 1 to the Act provides that an association's APSI's constitution is to address the association's APSI's financial year.

2. Clause 19 of the Regulation contains a substitute clause 47

Deleted: association

Deleted: association

Deleted: 30 June

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Deleted: of

Appendix 1

Nomination Form for certain associations Board of Management for the APSI

(incorporated under the [Associations Incorporation Act 1984](#). [Associations Incorporation Act 2009](#))

_____, I,
.....
[full name of proposer]
of
[address]
being a member of the abovenamed incorporated association hereby nominate
.....(Insert Name of Nominee) for the
(Position Title)..... of the APSI
Board of Management
for the elections to be held at the Annual General Meeting of the APSI

.....
Signature of nominee Date

I,
[full name]
.....
Signature of proposer Date

I,
[full name]
I,a member of the APSI, second the
nomination of the applicant for nomination to the Board of Management the APSI.

.....
Signature of seconder Date

Appendix 2
Proxy Voting Form for the APSI

I _____
(Insert name)
Of _____(Insert Address)
being a member of APSI Inc
appoint _____ (Insert Name)
of _____(Insert Address)
or failing the person named above, or if no person is named, the Chairperson
of the meeting as my proxy to vote for me on my behalf at the Annual General
Meeting / general meeting (delete as appropriate) of APSI to be held on
_____ and at any adjournment of that meeting.

-
Signed _____Date.....

If you wish to instruct your proxy how to vote, please tick or otherwise mark the appropriate box opposite each item. Unless otherwise instructed to the contrary, proxies in favour of the Chairperson will be used in support of the specific matters set out in the notice of meeting.

_____ For _____ Against

- 1. _____ [Insert brief description]
- 2. _____ [Insert brief description]
- 3. _____ [Insert brief description]
- 4. _____ [Insert brief description]

NOTES:

- 1. _____ Any instrument appointing a proxy in which the name of the appointee is not filed is deemed to be given in favour of the Chairperson of the meeting.
- 2. _____ A member entitled to attend and vote is entitled to appoint only one proxy to attend and vote instead of the member.
- 3. _____ Only members entitled to vote under the Constitution may be appointed proxies.
- 4. _____ The proxy form and authority (if any) under which it is signed must be deposited at the address of APSI not less than two clear Business Days before the time for holding the meeting. Unless this is done the proxy will not be valid.
- 5. _____ Proxies must be confirmed by the representing member when registering their attendance at the Annual General Meeting or general meeting.

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APSI Complaints and Grievance Management Procedure

DRAFT

October 2018

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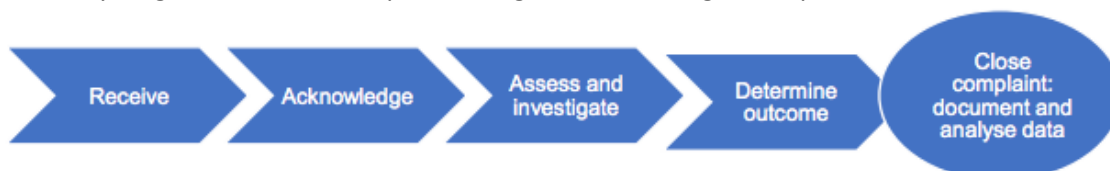
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1. Introduction

1.a Purpose

This **APSI Complaints and Grievance Management Procedure** is intended to ensure that the Australian Professional Snowsports Instructors Incorporated (APSI) handle complaints and grievances fairly, efficiently and effectively.

The five key stages in the APSI complaint and grievance management procedure are:



This Procedure provides guidance to our members, staff, clients and other people who wish to make a complaint on the key principles and concepts of our complaint and grievance management system.

1.b Bylaws

This *APSI Complaints and Grievance Management Procedure* is a Bylaw of the APSI and is a supporting document for the APSI Constitution.

1.c Scope

This Procedure applies to all staff (paid and volunteer), members, contractors and our governing body, receiving or managing complaints from staff, contractors, clients, the public and members, made to or about us, regarding our products, service delivery and staff, or our complaint handling process.

This Procedure is applicable to other personal or professional behavior deemed to be misconduct that in the opinion of the majority of the Board of Management may adversely affect the reputation of the APSI.

1.d Organisational Commitment

The APSI expects staff and members at all levels to be committed to fair, effective and efficient complaint handling. The following table outlines the nature of the commitment expected from stakeholders and the way that commitment should be implemented.

Who	Commitment	How
Board of Management	Promote a culture that values complaints and their effective resolution	Provide adequate support and direction to key staff responsible for handling complaints. Regularly review reports about complaint trends and issues arising from complaints. Encourage all staff and members to be alert to complaints and assist those responsible for handling complaints to resolve them promptly. Encourage staff and members to make recommendations for system improvements. Support recommendations for service, staff and complaint handling improvements arising from the analysis of complaints data.

General Manager	Establish and manage an effective, professional complaint handling system.	Recruit suitable staff. Provide comprehensive training to complaint handling staff. Properly manage and support complaint handling staff. Promote strong internal networks to enable complaint handling staff to work with and be supported by other staff. Provide regular reports to other areas of the APSI on issues arising from complaint handling work.
Staff whose duties include complaint handling (including Trainers)	Demonstrate exemplary complaint handling practices	Behave professionally when dealing with clients, members and other stakeholders. Treat all people with respect, including people who make complaints. Assist people to make a complaint, if needed. Comply with our policy and associated procedures. Provide regular feedback to management and/or the governing body on issues arising from complaints. Provide suggestions to management on ways to improve our complaints management system. Implement changes arising from individual complaints and from the analysis of complaint data as directed by management.
Members	Understand and comply with our complaint handling practices.	Treat all people with respect, including people who make complaints. Be aware of our complaint handling policies and procedures. Assist people who wish to make complaints access our complaints process. Be alert to complaints and assist staff handling complaints to resolve matters promptly. If making a complaint, especially against another member, act sensitively and comply with the complaints policy and procedure.
Contractors	Understand and comply with our complaint handling practices.	Be aware of our complaint handling policies and procedures. Be alert to complaints and assist staff handling complaints resolve matters promptly.

1.e Jurisdiction

The jurisdiction of this Bylaw is the whole of Australia and any other country where a member conducts business on behalf of, or represents, the APSI.

As a body incorporated in New South Wales (NSW), in the absence of, or where a conflict arises, a standard, procedure or legislation pertaining to the state of NSW will be applied.

1.f Definitions

The following terms and definitions supplement those contained in the APSI Constitution and Bylaws.

Complaint	<p>An expression of dissatisfaction made to or about us, our services, products, staff, member or contractor, or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required.</p> <p>A complaint may be oral or in writing and should identify a complainant, a subject person, and an allegation containing sufficient description of the time, date and place of an alleged issue or conduct which can be reasonably and independently investigated.</p> <p>A complaint may include anonymous written complaints if an alleged conduct can be reasonably investigated.</p>
Grievance	A clear, formal written statement by an individual staff member about another staff member or a workplace related problem.
Must/required/shall	indicates a mandatory action that must be complied with
Should	indicates a recommended action that should be followed unless there are sound reasons for taking an alternative course of action.
Member	a person who is a financial member of the APSI - includes Associate member, Life Member, Board of Management member and staff.
Former Member	A person who was previously a member of the APSI but has not paid the current years financial membership fee.
Non-member	A person who is not a member of the APSI - includes Former member.
Complainant	A person who makes a verbal or written complaint or grievance.
Subject person/s	A member of the APSI who is the subject of a written complaint or grievance.
Administrator	In accordance with APSI Bylaws, the APSI Administrator and Public Officer functions are synonymous roles.
Staff	A person who receives a benefit or payment for personal services provided to the APSI. Includes managerial and administrative positions, trainers and examiners.
External Investigator	A suitably experienced, licenced and accredited external investigator who has no conflict of interest and is able to conduct and report on an investigation of a complaint in an impartial and fair manner.
Constitution	Constitution of the APSI.
Minor Conduct complaint	A complaint relating to conduct where the veracity of the complaint can be determined quickly and addressed by a manager within APSI workplace performance and human resources guidelines.
Serious conduct complaint	A complaint or allegation of conduct which: <ul style="list-style-type: none">• harms or has the potential to harm the reputation of the APSI• is conduct contrary to APSI values and principles• may require formal investigation and / or

	<ul style="list-style-type: none"> if proven, may adversely affect a member's suitability to remain in a position of trust within the organisation, or suitability to remain a member of the organisation.
Unlawful Conduct	Conduct which is contrary to legislation or regulation in a jurisdiction. Allegations relating to unlawful conduct should be referred to the proper authorities. Conviction of offences relating to unlawful conduct may also result in APSI sanction.
Sanction	A strong action taken in order to make members obey a rule or direction, or a penalty, restriction or punishment imposed when they do not comply.

2. Principles

2.a Whole of organisation culture

The APSI is committed to seeking and receiving feedback about our services, systems, practices, procedures, products and complaint handling procedures.

The APSI complaint handling system is modelled on the principles of fairness, accessibility, responsiveness, efficiency and integration into our whole of organisational culture.

2.b People focused

People making complaints will be:

- provided with information about our complaint handling process and how to access it
- listened to, treated with respect by members and staff and actively involved in the complaint process where possible and appropriate, and
- provided with options for redress or review.

We will take reasonable steps to ensure that people making complaints are not adversely affected because a complaint has been made by them or on their behalf. Complainants will be provided with reasons for our decision/s provided this does not infringe the privacy and confidentiality of the subject of a complaint.

The APSI will accept anonymous complaints if there is a compelling reason to do so and will carry out a confidential investigation of the issues raised where there is enough information provided.

2.c Responsive

The APSI will promptly acknowledge receipt of complaints.

We will assess and prioritise complaints in accordance with the urgency and/or seriousness of the issues raised. If a matter concerns an immediate risk to safety or security the response will be immediate and will be escalated appropriately.

We are committed to managing people's expectations, and will inform them as soon as possible, of the following:

- the complaints process
- the expected time frames for our actions
- the progress of the complaint and reasons for any delay
- their likely involvement in the process, and
- the possible or likely outcome of their complaint.

We will advise people as soon as possible when we are unable to deal with any part of their complaint and provide advice about where such issues and/or complaints may be directed (if known and appropriate).

We will also advise people as soon as possible when we are unable to meet our time frames for responding to their complaint and the reason for our delay.

2.d Objectivity and Fairness

The APSI will address each complaint with integrity and in an equitable, objective and unbiased manner.

Conflicts of interest, whether actual or perceived, will be managed responsibly. In particular, internal reviews of how a complaint was managed will be conducted by a person other than the original decision maker.

2.e Confidentiality

The APSI will protect the identity of people making complaints where this is practical and appropriate.

Personal information that identifies individuals will only be disclosed or used by us as permitted under the relevant privacy laws, or any relevant confidentiality obligations.

3. APSI Complaint Handling Procedure

The five key stages in our complaint management system are set out below.



3.a Receive

The record of the complaint will document:

- Contact information of the person making a complaint and the date received
- Issues raised by the person making a complaint and the outcome/s they want
- Any other relevant information, and
- Any additional support the complainant requires.

3.b Acknowledge

We will acknowledge receipt of each written complaint promptly, and preferably within 5 working days.

3.c Assess and investigate

3.c.1 Initial assessment

After acknowledging receipt of the complaint, we will confirm whether the issue/s raised in the complaint is/are within our control. We will also consider the outcome/s sought by the person making a complaint and, where there is more than one issue raised, determine whether each issue needs to be separately addressed.

When determining how a complaint will be managed, we will consider:

- How serious, complicated or urgent the complaint is
- Whether the complaint raises concerns about people's health and safety
- How the person making the complaint is being affected
- The risks involved if resolution of the complaint is delayed, and
- Whether a resolution requires the involvement of other organisations.

3.c.2 Investigating minor complaints

Minor complaints may be oral or in writing.

After assessing the complaint, we will consider how to manage it.

We may:

- Give the person making a complaint information or an explanation,
- Gather information about the issue, person or area that the complaint is about,
- Investigate the claims made in the complaint.

We will keep the person making the complaint up-to-date on our progress, particularly if there are any delays.

We will also communicate the outcome of the complaint using the most appropriate medium. Which actions we decide to take will be tailored to each case and take into account any statutory requirements including privacy legislation.

3.c.3 Investigating serious complaints

All serious complaints are to be provided to the APSI in writing.

We may engage the services of an external investigator to investigate a serious complaint or allegation.

The APSI, or external investigators on behalf of the APSI, will follow best practice in the investigation of serious conduct complaints in relation to:

- Collection of evidence or oral and written statements to support or refute the allegation
- Burden of proof
- Sufficiency of evidence
- Procedural fairness
- Record keeping
- Privacy and confidentiality

The Australian Office of Commonwealth Ombudsman Publication *Better Practice Guide for complaint handling* (2009)¹ and NSW Ombudsman *Investigating complaints – A manual for investigators* (2004)² provide guidance.

3.c.4 Disclosure of the identity of complainants

In dealing with matters under these procedures, information that identifies or tends to identify complainants is not to be disclosed unless:

- a) the complainant consents in writing to the disclosure, or
- b) it is generally known that the complainant has made the complaint as a result of the complainant having voluntarily identified themselves as the person who made the complaint,
- c) it is essential, having regard to procedural fairness requirements, that the identifying information be disclosed, or
- d) an external investigator is of the opinion that disclosure of the information is necessary to investigate the matter effectively, or
- e) it is otherwise in the interest of the APSI to do so.

3.c.5 Allow the subject person to provide submissions in regards the complaint

¹ *Better Practice Guide for complaint handling* (2009) available online

https://www.ombudsman.gov.au/__data/assets/pdf_file/0020/35615/Better-practice-guide-to-complaint-handling.pdf

² NSW Ombudsman *Investigating complaints – A manual for investigators* (2004) available online https://www.ombo.nsw.gov.au/__data/assets/pdf_file/0010/4213/Investigating-Complaints.pdf

If preliminary enquiries support the complaint or allegation of misconduct:

- a) the substance of the allegation must be put to the subject person
- b) the subject person must be given an opportunity to respond to the allegation
- c) the period and method of response required will be specified
- d) the Board of Management or General Manager, whoever is managing the complaint, must consider the subject person's response in deciding whether the allegation is substantiated and whether or not to impose a sanction
- e) a failure by a subject person to respond to an allegation, will not prevent an allegation being substantiated or a sanction imposed.

3.c.6 Determine outcome and provide reasons for decision

Following consideration of the complaint and any investigation into the issues raised, we will contact the person making the complaint and advise them:

- The outcome of the complaint
- The reason/s for our decision
- The remedy or resolution/s that we have proposed or put in place, and
- Any options for review that may be available to the complainant, such as an internal review, external review or appeal.

3.c.7 Close the complaint: document and analyse data

We will keep records about:

- How we managed the complaint
- The outcome/s of the complaint (including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on those recommendations), and
- Any outstanding actions to be followed up, including analysing any underlying or root causes.

3.d Managing unreasonable conduct by people making complaints

The APSI will treat people making complaints with respect and patience, wherever possible ensuring complaints are resolved at first contact.

Some complainants can be difficult to deal with. Among the common problems are rude or aggressive conduct, obstinacy in communicating with complaint handling staff, exaggeration or dishonesty in explaining a complaint, unreasonable persistence with a complaint that has been investigated or closed, and demands that are unrealistic or disproportionate to the nature of the complaint.

When people behave unreasonably in their dealings with us, particularly when that conduct is perceived as bullying and harassing, this conduct can significantly affect the progress and efficiency of our work. As a result, we will take proactive and decisive action to manage any conduct that negatively and unreasonably affects us and will support our staff to do the same in accordance with this procedure.

3.e Annual reporting of the management of complaints

The Board of Management President shall provide to the APSI in the Annual Report, a de-identified summary of complaints received, appropriate root cause analysis, investigations undertaken and any procedural changes and improvements made as a result of these complaints during the reporting period.

4. Service Delivery and Product Complaints

Complaints related to the availability, quality, cost or timeliness of service delivery or products should be dealt with at the lowest effective level in the most timely and effective manner possible.

The APSI General Manager shall provide guidance to administrative staff, trainers and examiners as to their delegations and authorities in the handling and resolution of individual service delivery and product complaints.

Training Program leaders and Technical Directors should report all systemic service delivery complaints to the General Manager to assist strategic program performance review.

4.a Training Organisation assessment complaints and appeal.

Complaints relating to course accreditation and assessment are outside the scope of this procedure. Complainants should refer to the relevant discipline training and/or examination appeals process.

5. Grievance Complaints

The APSI is committed to providing a safe and harmonious workplace. Refer to APSI Human Resources Procedures for further detail.

Grievance complaints involving members and staff should be managed at the lowest effective level either by workplace supervisors, trainers, Technical Directors or General Manager in accordance with applicable workplace and industrial relations legislation and procedures.

Supervisors managing workplace complaints should have consideration for individual workplace contracts and best practice human resource guidelines.

External workplace mediation may be utilised to manage interpersonal conflict and disputes.

Nothing in this section is intended to, or has authority to limit or constrain members seeking remedy via external administrative or judicial processes.

6. Resolution of Disputes between members.

Resolution of disputes between members shall be managed in the first instance, in accordance with Section 10 of the Constitution where all parties consent to endeavor to settle the dispute by mediation. A member of the Board of Management shall act as mediator.

If the dispute is unable to be resolved internally, the matter may be referred by any party, to a NSW Community Justice Centre.

Members seeking further information regarding NSW Department of Justice mediation processes should contact the General Manager or refer to the *NSW Community Justice Centres Act 1983* or website <http://www.cjc.justice.nsw.gov.au/>.

7. Misconduct complaints

7a. When must a misconduct complaint be made.

A misconduct complaint must be made, **in writing**, within three months of the alleged conduct occurring or within three months of the complainant becoming aware of the alleged conduct.

A misconduct complaint made after three months may only be accepted if the General Manager, or, in the case of a complaint about the General Manager or member of the Board of Management, the majority of the Board of Management, is satisfied that there are compelling grounds for the matter to be investigated.

7b. Misconduct complaint against an ordinary member who is not a staff member, office holder or Board of Management member

Misconduct complaints against members are to be conducted in accordance with the APSI Complaint Handling Procedure.

Complaints regarding minor misconduct of members **should be in writing. Where a complainant is able to provide satisfactory explanation why a complaint in writing cannot be reasonably provided, a verbal complaint may be taken and documented by the receiver of the complaint. This written record should be validated and adopted as an accurate record by the complainant as soon as practicable following the verbal complaint.**

Minor misconduct complaints and allegations should be managed at the lowest effective level in accordance with APSI Human Resources procedures.

Minor misconduct complaints and allegations will be referred to a Technical Director or directly to the General Manager. The General Manager, in consultation with the Technical Director will assess and decide whether a matter should be further investigated. The General Manager may decide not to enquire into the matter on grounds that the complaint is trivial, frivolous, vexatious or not made in good faith.

Where the General Manager decides not to make enquiries into a minor misconduct complaint about a member, the General Manager must give the complainant reasons for their decision.

Complaints regarding serious misconduct of members should be in writing.

Serious misconduct complaints against ordinary members are to be referred to the Board of Management.

The Board of Management will assess or direct a matter to be further investigated by the General Manager or external investigator in accordance with the APSI Complaint Handling Procedure.

Where the Board of Management decides not to make enquiries into a serious conduct complaint about a member, the Board of Management President on behalf of the Board, must give the complainant reasons in writing for their decision.

7.c Complaint against APSI staff including office holders

Conduct complaints against APSI staff are to be conducted in accordance with the APSI Complaint Handling Procedure.

The General Manager is responsible for making enquiries or causing enquiries to be made into serious conduct complaints about staff, and for determining the outcome of such complaints.

The General Manager may decide not to enquire into the matter on grounds that the complaint is trivial, frivolous, vexatious or not made in good faith. Where the General Manager decides not to make enquiries into a code of conduct complaint about a member of staff or office holder, the General Manager must give the complainant reasons in writing for their decision.

Enquiries made into staff or office holder conduct that might give rise to disciplinary action must occur in accordance with the relevant industrial instrument or employment contract and make provision for procedural fairness including the right of an employee to be represented by their union, legal representative or other support person.

Sanctions for staff and office holders depend on the severity, scale and importance of the breach and must be determined in accordance with any relevant industrial instruments or contracts. Depending on the nature of the conduct alleged, a staff member may be temporarily stood down or have a restriction placed on their duties whilst the complaint is investigated.

Where the General Manager becomes aware of a possible breach of conduct by staff or office holders, he or she may initiate the process for the consideration of the matter under these procedures without a written complaint.

7.d Handling conduct complaints against the General Manager

Conduct complaints against the General Manager are to be conducted in accordance with the APSI Complaint Handling Procedure.

All conduct complaints about the General Manager are to be made to the Board of Management President in writing.

The Board of Management is responsible for making enquiries or causing enquiries to be made into serious conduct complaints about the General Manager and for determining the outcome of such complaints.

The Board of Management may decide not to enquire into the matter on grounds that the complaint is trivial, frivolous, vexatious or not made in good faith. Where the Board of Management decides not to make enquiries into a code of conduct complaint about the General Manager, the Board of Management President on behalf of the Board, must give the complainant reasons in writing for their decision.

To promote transparency, procedural fairness and avoid conflicts of interest, the Board of Management should engage an external investigator to make enquiries into serious conduct complaints against the General Manager.

Enquiries made into General Manager conduct that might give rise to disciplinary action must occur in accordance with the relevant industrial instrument or employment contract and make provision for procedural fairness including the right of the General Manager to be represented by their legal representative or other support person.

Depending on the nature of the conduct alleged, the General Manager may be temporarily stood down or have a restriction placed on their duties whilst the complaint is investigated.

7.e Conduct Complaints against a Board of Management member

Conduct complaints against a Board of Management member are to be conducted in accordance with the APSI Complaint Handling Procedure.

Depending on the nature of the conduct alleged, the Board of Management member may be temporarily stood down or have a restriction placed on their duties whilst the complaint is investigated.

Where the Board of Management President becomes aware of a possible breach of conduct by a member of the Board of Management, he or she may initiate the process for the consideration of the matter under these procedures without a written complaint.

To promote transparency, procedural fairness and avoid conflicts of interest, the Board of Management should engage an external investigator to make enquiries into serious conduct complaints against the President.

8. Sanctions / Disciplining of members

The APSI Constitution provides the authority to discipline / sanction its members and staff for breaches or failure of service delivery and/ or misconduct.

Prior to imposing disciplinary procedures or sanctions against a member or staff, the Board of Management, General Manager or any person making enquiries on behalf of the general manager must comply with the requirements of procedural fairness.

Sanctions may include but not be limited to one or more of the following:

- a) Official written censure
- b) Pecuniary penalty
- c) The setting of a probationary period including clearly defined performance criteria

- d) Requiring the person to apologise to any person or organisation adversely affected by the breach
- e) Completion of such training as deemed necessary, in the case of members and staff by the General Manager, and in case of a Board of Management member, by the President
- f) Removing or restricting the person's delegations or authorities,
- g) Removing the person from APSI membership

8.a Expulsion or suspension of membership

The APSI Board of Management may, by majority resolution, expel the member from the association or suspend the member from membership of the APSI if, after considering the complaint and any submissions made in connection with the complaint, it is satisfied that the facts alleged in the complaint have been proved and the expulsion or suspension is warranted in the circumstances.

If the Board of Management expels or suspends a member, the Administrator must, within 7 days after the action is taken, cause written notice to be given to the member of the action taken, of the reasons given by the Board of Management for having taken that action and of the member's right of appeal.

The expulsion or suspension does not take effect:

- (a) until the expiration of the period within which the member is entitled to appeal against the resolution concerned, or
- (b) if within that period the member exercises the right of appeal, unless and until the association confirms the resolution

whichever is the later.

9. Right of Appeals

Where a determination of a complaint or grievance is made against a member, that member has a right of appeal.

Appeals must be lodged with the Administrator in writing within seven days of service of resolution against the member. The Appeal notice may or may not state the reasons for the appeal.

Grounds for appeal may include but not be limited to:

- a) Significant failure by person/s to follow these APSI complaints and grievance management procedures
- b) The discovery of new and significant information which would on the balance of probabilities alter a finding
- c) The severity of a sanction or disciplinary measure imposed.

9.a Appeal of determinations in relation to Service Delivery

Appeals against sanctions imposed by the General Manager in relation to failures of service delivery may be made to the Board of Management.

The Board of Management may elect to do one of the following:

- Review only the written reasons for the appeal and considering the argument, vary, dismiss or uphold a sanction imposed
- Appoint a review panel, comprising two or more independent Technical Directors, of only the findings of the initial investigation and sanctions provided. This review panel shall provide a written report to the Board of Management recommending to vary, dismiss or uphold a sanction imposed
- Request a second full investigation by an independent external investigator.

Nothing in this section is intended to, or has authority to limit or, constrain members seeking remedy via external administrative or judicial processes.

9.b Appeal of determinations in relation to Minor Misconduct

Appeals against sanctions approved by the General Manager in relation to minor misconduct may be made to the Board of Management.

The Board of Management may consider actions as detailed in service delivery appeals above.

9.c Appeal of determinations in relation to Serious Misconduct

Appeals against sanctions approved by the Board of Management in relation to serious misconduct may be made to the Executive Management Committee in accordance with section 12 of the Constitution.

10. Related Documents

1. APSI Human Resource Procedures
2. Employment Contracts

11. Support and advice

For support and advice regarding this procedure contact:

APSI General Manager or Office Administrator

Email: admin@apsi.net.au

Telephone: +61 (2) 6456 1255

12. Document Control

Name	APSI Complaints and Grievance Management Procedure
Author	Lloyd Meehan – Associate member
Approver	Mr Andrew Rae – General Manager
Date of Issue	
Version Control	Draft Version 0.1 issued for consultation 26 August 2018
	Draft Version 0.2. Edits from A.Rae, A.Colville, D.Meehan
	Draft Version 0.3. Edits from L.Meehan – 5 October 18
	Draft Version 0.4 Edits from D Meehan – 19 October 2018
	Draft Version 0.5 Edits from A. Hill – 23 October 2018
Review Date	