



Archery Victoria			
Title:	Policy and Procedures Manual		
Subject:	President		
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## **0201. Duty Statement - President**

The President is the Guiding Director of Archery Victoria.

The President shall preside over all Board and Special General Meetings.

The President shall coordinate the affairs of archery in Victoria and the affairs of the AV Board.

The President is the Spokesperson for AV.

The President is an elected position and a Board Member.

### **1. Duties**

- 1.1. Act as the Chair of Board and Council Meetings.
- 1.2. Manage the operations of Archery Victoria.
- 1.3. Work with Board Members and the Chief Executive Officer in the preparation of Grant Applications.
- 1.4. Work with the Board to action the forward plan and direction of archery in Victoria.
- 1.5. Acquaint Board Members, Officers and others with their respective duties.
- 1.6. Manage the affairs of the Board and Committees.
- 1.7. Liaise with the Chief Financial Officer, the Secretary, other Board Members and the Chief Executive Officer to establish annual and long term Budgets.
- 1.8. Ensure the Constitution, Policies and Procedures are complied with.
- 1.9. Be the main conduit of communications with the Archery Australia Board.
- 1.10. Assist in the establishment of new Clubs and support of existing Clubs.
- 1.11. Undertake other duties as necessary for the good running and betterment of Archery in Victoria.
- 1.12. Elections for this position occur in even numbered years.
- 1.13. The President may create a Notice of Motion.
- 1.14. Reports to the Board.

## 2. Personal Attributes Matrix

<b>Creative and innovative</b>	<b>Determined</b>	<b>Positive</b>	<b>Self disciplined</b>
<ul style="list-style-type: none"> <li>– Finds ways to work better and smarter</li> <li>– Generates options and ideas</li> <li>– Is open to change and alternatives</li> </ul>	<ul style="list-style-type: none"> <li>– Researches options and sets a clear path</li> <li>– Deals with obstacles and impediments</li> <li>– Has clear goals</li> </ul>	<ul style="list-style-type: none"> <li>– Has faith in own abilities</li> <li>– Is optimistic</li> <li>– Remains calm and focused when faced with difficulty</li> </ul>	<ul style="list-style-type: none"> <li>– Manages own time to achieve key outcomes</li> <li>– Avoids distraction and diversions</li> </ul>
<b>Analytical</b>	<b>Flexible</b>	<b>Resilient</b>	<b>Client/member focused</b>
<ul style="list-style-type: none"> <li>– Reviews arguments and opinions before making judgement</li> <li>– Presents clear and logical arguments</li> <li>– Takes a systematic approach when building toward improvements</li> </ul>	<ul style="list-style-type: none"> <li>– Adapts to changing circumstances in the workplace</li> <li>– Prioritises work and addresses what is most important</li> <li>– Takes advantage of new and emerging opportunities</li> </ul>	<ul style="list-style-type: none"> <li>– Recovers from setbacks</li> <li>– Overcomes obstacles and impediments</li> <li>– Learns from experience and identifies areas for self development</li> </ul>	<ul style="list-style-type: none"> <li>– Prioritises needs of clients and members</li> <li>– Aims for best outcomes for clients and members</li> <li>– Is outcome focused</li> <li>– Follows through with commitments</li> </ul>
<b>Culturally aware</b>	<b>Honest</b>	<b>Inclusive</b>	<b>Ethical</b>
<ul style="list-style-type: none"> <li>– Respects difference in all its forms</li> <li>– Adapts language to aid communication</li> <li>– Values diversity as a strength and positively utilises diversity</li> </ul>	<ul style="list-style-type: none"> <li>– Is credible and truthful</li> <li>– Is reliable and trustworthy</li> <li>– Acknowledges and learns from mistakes</li> </ul>	<ul style="list-style-type: none"> <li>– Recognises the rights of others</li> <li>– Is committed to social justice and social inclusion</li> <li>– Makes equitable decisions</li> </ul>	<ul style="list-style-type: none"> <li>– Has integrity and principles</li> <li>– Is truthful</li> <li>– Reflects expected standards of behaviour and/or Code of Conduct</li> </ul>
<b>Collaborative</b>	<b>Supportive</b>		
<ul style="list-style-type: none"> <li>– Works with others to achieve common goals</li> <li>– Engenders a spirit of teamwork</li> <li>– Inspires trust</li> </ul>	<ul style="list-style-type: none"> <li>– Encourages others to attain goals and achieve</li> <li>– Listens actively and inspires confidence</li> <li>– Demonstrates empathy when confronted with adversity</li> </ul>		

### 3. Governance Checklist

Good Governance provides organisational leadership. It defines the organisation's mission and values and focuses on outcomes and sustainability.

#### 3.1.

##### Planning and Organising

###### **Establishes the vision**

Creates a clear and inspiring vision for the future and demonstrates understanding of, and commitment to, the primary purpose of the organisation

###### **Designs the strategy**

Contributes to the development of a sound strategic plan so that staff and members can work to achieve identified outcomes and vision

###### **Is informed**

Understands the big picture and emerging issues that will impact the organisation; reads papers prior to meetings and obtains good information to actively participate in discussion and decision-making

###### **Plans for sustainability of Board**

Plans for organisational sustainability and financial viability; recruits new Board members with relevant and diverse skills and experience; supports induction; undertakes Board reviews and Board development activities

###### **Focuses on key issues**

Works together with fellow Board members to prioritise the Board's work, focus on outcomes and address issues that impact on the organisational sustainability

#### 3.2.

##### Monitoring and Reviewing

###### **Reviews budgets and financial reports**

Ensures solvency of the organisation and that the organisation is protected against fraud and theft; interprets regular financial reports; monitors and reviews financial performance; ensures expenditure aligns with objectives and priorities

###### **Ensures compliance**

Ensures that the organisation is accountable and meeting reporting requirements of funding bodies, employment and other legislative responsibilities; has adequate insurances and provides a safe environment for staff and Board members

###### **Manages risk**

Establishes a risk management framework to review and prioritise risks to the organisation; and develops strategies to control or mitigate risks that could threaten the organisation

###### **Critically reviews reports**

Critically reviews CEO and other reports on the activities and financial position of the organisation to ensure the organisation remains viable and working to its strategic vision

###### **Monitors strategy and reviews achievements**

Working with the CEO, monitors progress against strategic plan; revises strategy as required; and celebrates organisational achievements with staff and other stakeholders

### 3.3.

#### Working Together

##### **Contributes to meetings**

Regularly attends meetings; works to meeting protocols; listens actively; focuses on the presenting issue; and provides relevant and succinct contributions that assist the meeting to efficiently work through the agenda

##### **Engages with community/members**

Builds and maintains relationships that will ensure decisions are informed by community's /members' best interests; promotes the organisation through various networks; and supports fundraising initiatives

##### **Works to a sound policy framework**

Establishes Board policies to address financial management, terms for officeholders, conflict of interest, relations with CEO and code of conduct for Board; establishes other policies as required; ensures decisions are guided by agreed policies

##### **Fosters stakeholder engagement**

Communicates with stakeholders; ensures that appropriate mechanisms are in place to inform and engage with stakeholders to further the achievement of organisational objectives

##### **Provides leadership and works collaboratively**

Works together to provide organisational leadership; respects differences and values diversity; supports the Chair and CEO to meet their obligations; and commits to agreed decisions

### 3.4.

#### Being effective and accountable

##### **Clarifies roles and responsibilities**

Establishes appropriate Board and sub-committee structures; ensures that roles and responsibilities are clearly defined; is clear about the distinction between governance and management; critically reviews Board performance

##### **Behaves ethically**

Ensures Board independence; acts in the best interests of the organisation; avoids conflicts of interest; does not use position as a Board member to obtain advantages for self or others

##### **Makes clear and timely decisions**

Makes timely and transparent decisions that reflect a commitment to organisational sustainability and strategic vision; acts in good faith, and publicly stands by agreed Board position

##### **Operates within constitutional requirements**

Ensures that the requirements and obligations of the Constitution are met

##### **Respects confidentiality**

Maintains confidentiality about decision-making and ensures that information is not misused

### 3.5. President

#### **Leads the Board**

Demonstrates leadership; inspires trust and confidence in Board members; creates an inclusive environment; fosters collaborative processes; provides a positive public face to the organisation; demonstrates commitment to organisational values; resolves disputes; fosters development of Board and ensures regular review of Board performance.

#### **Establishes a dynamic and productive relationship with the CEO**

Establishes clarity about the role of Board and role of CEO; delegates management to CEO; encourages trust and regular communication; provides direction to the CEO in line with Board decisions; ensures that the Board engages constructively and honestly with the CEO to evaluate performance against stated objectives.

#### **Chairs regular and focused meetings**

Adheres to clear agendas and timeframes for discussion, supports and focuses discussion, manages differences of opinion and ensures that clear outcomes are agreed; promotes Board engagement; calls special meetings of the Board or subcommittees as required.

## 4. Development And Performance Checklist

Level 3 People working at this level take a leadership role; they may supervise the work of others and/or provide leadership through their technical or specialist skills.

### 4.1.

#### Community and inter-agency relations

##### Networks and stakeholders

Reviews and manages services in response to changing needs of relevant groups in the community

##### Community

Represents the organisation and promotes awareness of key issues in community networks

##### Partnerships and collaboration

Develops models and protocols for working in formal and informal partnerships with other CSOs to achieve client/member outcomes

##### Knowledge of community

Demonstrates high-level understanding of the sector and the work of other relevant organisations

##### Social justice

Demonstrates commitment to social justice and social inclusion

### 4.2.

#### Professionalism

##### Time management

Prioritises work; delegates appropriately demonstrating an understanding of organisational, team and individual priorities and capacities; and ensures that key requirements are met

##### Ethics

Sees that reward system is aligned with organisational values and that behavioural expectations/Code of Conduct are communicated

##### Taking responsibility

Delegates to develop staff and accepts responsibility for actions of staff and teams under authority

##### Problem solving

Implements systems to address adverse events and problems and assists teams to take proactive approaches to problem solving

##### Initiative and enterprise

Encourages teams to show initiative and looks for ways to work more dynamically

### 4.3. Communication

#### **Advocacy**

Articulates clear and persuasive messages about key issues when advocating or negotiating for clients/members and on behalf of the organisation

#### **Written communication**

Writes winning tenders, and accurate reports and documents that meet audience needs

#### **Verbal communication**

Provides informed, meaningful and relevant messages when communicating with staff and clients/members

#### **Public speaking**

Makes convincing presentations, using a range of media, to communicate key issues

#### **Interpersonal skills**

Models self awareness, self management and social awareness in communications, problem solving and conflict resolution

### 4.4. Leadership and teamwork

#### **United vision**

Celebrates and rewards the achievement of outcomes that contribute to organisation's mission

#### **Strategic focus**

Develops team plans with clear targets and goals linked to strategic plan

#### **Team dynamics**

Manages team dynamics, supports productive working relationships and work-life balance

#### **Conflict management**

Develops systems and protocols for management of conflict and disputes and is actively involved in problem solving and conflict resolution

#### **Diversity/different styles**

Selects diverse team members with strong and appropriate skill bases suited to task and supports team building

#### 4.5.

##### Resources, assets and sustainability

###### Revenue raising

Prepares funding applications and writes winning tenders

###### Financial management

Prepares program and complex project budgets, and reviews financial performance

###### Procurement

Establishes purchasing and probity protocols

###### Equipment and assets

Manages assets, allocates resources and purchases high cost equipment to support service delivery

###### Sustainability

Identifies and manages financial risks and develops protocols for sustainable purchasing

#### 4.6.

##### Service delivery

###### Reflective practice

Disseminates, promotes and develops reflective and evidenced based practice models

###### Knowledge of client/member issues

Demonstrates detailed knowledge of client/member issues and builds research links

###### Client/member outcomes

Provides clinical leadership and focuses team on client/member outcomes

###### Diversity

Supports teams to value and work effectively with client/member diversity

###### Client confidentiality and dignity

Creates systems and policies for protection of client/member confidentiality

#### 4.7.

##### Program management and policy development

###### Policy development and implementation

Researches options and consults with stakeholders to develop clear and workable policies and procedures that align with organisational mission

###### Program development

Manages programs and complex projects to work to timelines and budget and achieve goals and objectives; and envisions and designs new programs

###### Achieving results

Clarifies roles and responsibilities of program staff and project teams and achieves necessary support from stakeholders

###### Contract management

Monitors contracts and checks that contractual obligations of both parties are met

###### Complaints handling and continuous improvement

Establishes complaints handling procedures and methods for responding to critical incidents



#### 4.8.

##### Change and responsiveness

###### Change management

Implements change management processes and monitors progress

###### Multi-skilling

Designs jobs and teams with an emphasis on multi-skilling and opportunities for shared learning

###### Creativity and innovation

Establishes ways to capture, communicate and share innovative ideas and practices

###### Technology

Researches and implements new technologies to strengthen the organisation and improve business practices

###### Learning and development

Establishes systems and processes for reviewing skills and professional development

#### 4.9.

##### Governance and compliance

###### Quality

Manages implementation of quality systems and ensures that quality outcomes are achieved

###### Risk management

Manages risk and encourages staff to take advantage of opportunities

###### OHS

Manages work practices for health and wellbeing of staff and compliance with OHS legislation

###### Legislation and compliance

Manages work practices to comply with relevant legislation and licensing requirements

###### Legislation and compliance

Manages work practices to comply with relevant legislation and licensing requirements