



***YAPA Board of
Management***

**Roles and
responsibilities**

Factsheet series

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*YAPA Board of
Management
factsheet 1*

Role of the Board of Management

The YAPA Board of Management is responsible for the legal, financial, employment and broader policy responsibilities of YAPA.

Composition

The Board of Management is comprised of 9 positions -

- 3 Members of the Chairing Panel, each of whom are referred to as the Chairperson of YAPA, and at least one of whom must be a young person, and at least one of whom must be a woman
- Treasurer
- Secretary
- 4 Ordinary Members at least one must be a young person, and at least one of the other ordinary members must be an Indigenous person.

Election

Members are elected by YAPA members at the Annual General Meeting each year.

If a position becomes available between AGMs the current Board members have the power to co-opt members to fill vacant positions.

Meetings

Meetings are held once per month, except in January.

Quorum

The number of members required at a meeting before formal decisions can be made is half of the currently filled positions.

Chairperson

The role of the Chairperson is to chair Board meetings ensuring that all members have the opportunity to put forward their views and that agreement is reached on agenda items. The Chairperson also represents YAPA at special events such as meetings with ministers and conferences.

Secretary

The role of Secretary is to take minutes at the meeting and ensure their accuracy.

Treasurer

The Treasurer liaises with the Financial and Administration Manager of YAPA and provides clear monthly progress reports to the Board meeting. The Treasurer also ensures the financial planning of the organisation.

Signing authority

All formal documents should be signed by a member of the Executive (Chairing panel, Secretary or Treasurer). Documents must not be signed by a member who is under 18yrs old.

Minutes

Minutes from each meeting are taken and must be approved as a true and accurate record at the following meeting.

Confidential information is referred to as 'In Camera' business and is only available to Board members and the Executive Officer. 'In Camera' business is indicated by a text box.

A copy of the minutes is available to staff on the YAPA shared computer files. Details of "In Camera" business are not outlined but the subject is noted.

Constitution

More information on the rules of YAPA are outlined in the YAPA constitution.



**YAPA Board of
Management**
factsheet 2

**Employment
responsibilities**

The YAPA Board of Management is legally responsible for the employment responsibilities of the organisation.

In many cases this responsibility is delegated to the Executive Officer and the Finance and Administration Manager who manage employment responsibilities on a day to day basis.

In other cases the responsibility is delegated to an Employment Subcommittee when new staff are employed.

It is important to note that even when delegations are made it is the YAPA Board of Management who retain the legal employment responsibilities of the organisation.

Some of the employment responsibilities include

- Ensuring that all new staff successfully pass the *Working With Children's Check*
- Ensuring that staff receive their salary on time and in accordance with the appropriate award.
- That Occupational Health & Safety standards are met and maintained
- Ensuring that staff conditions outlined in the Enterprise Agreement are fulfilled
- That other legal requirements such as Unfair Dismissal legislation are abided by.

Employment process

Preparing or reviewing a job description

Before a new staff member is employed the Board must prepare or review the job description for the position.

Each job description should include-

- name of the position
- salary range
- role of the position
- major tasks to be undertaken
- accountability and reporting mechanisms
- skills that are required to do the job (this is referred to as the 'essential criteria'). This is often divided into essential and desirable sections.

The formal agreement and approved work program between YAPA and the funding body should be referred to when developing job descriptions.

All new job descriptions and changes to existing job descriptions must be approved at Board meetings.

Advertising

All positions are advertised in the Sydney Morning Herald and on the YAPA website. Applicants are given a number of weeks to apply.

Employment panel

The employment panel should consist of 4 members who represent -

- The Executive Officer
- YAPA Board of Management
- An independent representative
- Funding body representative (if required)
- A representative of youth services
- A young person representative.

Panel members may represent more than one of the above groups.

The Executive Office is responsible for convening the employment panel and the employment process.

Interviews

The two main principles to be considered in the interview process are EQUALITY – All applicants must receive the same information package, be offered the same amount of time to apply, answer the same selection criteria, and be asked the same interview questions. The selection criteria must be the basis for deciding the successful applicant.

CONFIDENTIALITY – Panel members must keep details of the employment process confidential. This means the information cannot be shared with anyone outside of the employment process (including other Board members) or with other applicants.

Referee checks

Referee checks will be carried out on potential employees. This will be carried out according to the referee check policy and will include a past supervisor. Staff will also be required to undergo a Working With Children's Check.

Pay negotiations

The employment panel will decide the appropriate pay level within the salary range advertised. (See YAPA pay scale in orientation kit)

Offer letter

The 'contract' that exists between staff and the Board is the offer of employment letter. This letter includes

- rate of pay
- length of employment dependent on funding
- appraisal mechanisms

This letter is signed by a Board member and given to the new staff member, who signs that they accept the position and returns it to the organisation.

Other important employment issues

Above award pay rates

YAPA staff are paid on an above award basis. Essentially this means that staff receive the same annual or weekly figure as the award but they work less hours to receive it.

Full time work at YAPA is defined as 35 hours per week rather than the 38 hours outlined in the award.

Salary increases

All staff are eligible to progress to the next year within their existing Grade on their anniversary of employment.

The anniversary of employment is 12 months after the first work day. Any leave without pay periods are deducted from this accrual.

For staff employed prior to May 2002 their anniversary of employment is the date that they were regraded under the new SACS Award, that is 28 May.

Once staff reach the top of their Grade they are not eligible for any further wage increases.

Enterprise Agreement

In 2001 YAPA staff and management entered an agreement based on above award conditions.

Staff must be offered the conditions outlined in the Enterprise Agreement.

Exit Interviews

All staff tendering their resignation are offered an exit interview. The interview is conducted by the Executive Officer and a Board member.

For other employment issues see accompanying factsheets on

- *performance management*
- *legal responsibilities*



*YAPA Board of
Management
factsheet 3*

Performance management

The YAPA performance management system aims to ensure that staff

- are given a clear outline of their role in their position and within the organisation
- are fully aware of their responsibilities and the expectations that YAPA has for them, as outlined in the job description, approved work plan, internal policies and procedures and the staff code of conduct
- are given support to reach their full potential within the position
- receive regular feedback on how they are performing
- receive acknowledgment for their achievements and progress
- identify barriers in their current work and develop strategies to address these issues
- are accountable to the organisation, members and to the funding body
- reflect and seek to continually improve their work performance.

These goals are achieved through the following strategies

1. Orientation

Each new staff member undertakes an orientation process which includes -

- Meeting with Executive Officer to discuss the major goals and workplan of the position and the organisation
- Meeting with Finance and Administration Manager to discuss

the policies and procedures of the organisation including the finance and administration arrangements

- Meeting individually with each YAPA staff member to gain an understanding of other positions within the organisation.
- Meeting with funding body if relevant

2. Job description

Each staff member has a clearly defined job description which outlines the role, major tasks and skills required of the position

3. Workplan

Each staff member must have a yearly workplan which is linked to the relevant funding agreement for the project and to the YAPA strategic plan.

The workplan outlines the priority tasks and timeframes for the completion of work.

4. Staff code of conduct

Staff have developed a code of conduct for staff members. The code sets out a number of expectations of staff including professional behaviour, commitment to the team and to the organisation.

5. Supervision

All non-admin staff participate in monthly supervision with the Executive Officer. New staff members participate more regularly. The Executive Officer receives external supervision on a bi-monthly basis.

The content of supervision includes an opportunity to reflect on work related issues, monitor and plan progress on the workplan, discuss staff support and professional development opportunities and focus on the development of the staff member and the position.

The Financial and Administration Manager provides support to the Administration Officer and the Administration Assistant on a more regular and informal basis.

6. Staff meetings and policy meetings

Staff meetings are held each fortnight and provide staff with the opportunity to keep up to date with current work and proposals of YAPA.

Policy meetings are held each fortnight and provide staff with the opportunity to discuss current challenges to their work and gain the input and support from their co-workers.

7. Steering Committees, Advisory Boards and Policy Advisors

YAPA is committed to a community development approach. All staff must have a strategy in place which actively seeks and acts on the views of young people, youth services and other stakeholders.

For many projects within YAPA this will take place via a Steering Committee or Advisory Board that provides direct input and advice to project workers.

Current committees are

- Western Sydney Advisory Committee – meets monthly
- Western Sydney Youth Forum – meets monthly
- Alcohol & Other Drugs Steering Committee – meets monthly
- Alcohol & Other Drugs Advisory Board – meets quarterly
- Shopping Centre Protocol Advisory Board – meets as required
- Refugee Youth Access Project Steering Committee – meets bimonthly
- NESB Youth Issues Network – meets bimonthly
- Conference Advisory Group – egroup communicating as required

For core Surry Hills staff, in particular the Policy & Training Officers, a system of policy advisors is being established. For each major issue at latest one 'expert' is identified who can provide advice, support and assistance on the issue.

8. YAPA Board of Management

The Executive Officer is responsible for co-ordinating staff reporting and ensuring that Board decisions are implemented. The EO reports monthly to the Board.

All other non-admin staff report to the Board on a quarterly basis.

Staff reports should focus on the progress on their approved work plan.

Staff requests to the Board should first be presented to the Executive Officer who will be able to deal with the majority of requests.

Any other requests to the Board should be related to the role of the Board, namely the financial, legal, employment and broader policy responsibilities of YAPA.

Detailed feedback on workplan tasks and implementation should be gained from the appropriate steering committee, advisory board or policy advisors.

9. Staff appraisals

An appraisal takes place of all staff members at 3 months after appointment and thereafter on an annual basis.

The staff appraisal system consists of

- Feedback to YAPA from the staff member
- Feedback to the staff member on work performance
- Monitoring of workplan implementation
- Planning development of the staff member and role for the next 12 months
- Review of the current job description

For more information on staff appraisals see factsheet 4.

10. Disciplinary action

In the event of disciplinary action Board members must refer to the advice outlined in the *Disciplinary Action and Termination Guide* produced by Jobs Australia.



*YAPA Board of
Management*

factsheet 4

**Conducting
staff
appraisals**

Staff need to receive regular feedback on their work, including acknowledgment of their achievements and support and direction for improvement.

The staff appraisal process is just one of the mechanisms for providing feedback to staff.

Other performance management mechanisms at YAPA include

- Orientation
- Job descriptions
- Workplans
- Staff code of conduct
- Supervision
- Staff and policy meetings
- Steering committees/ advisory boards and policy advisors

More information on these strategies is outlined in Factsheet 3.

Purpose

The purpose of the YAPA Staff Appraisal process is

- to acknowledge the achievements made by the staff member in their position, identify any areas for improvement and explore strategies for supporting them in their work.
- to provide an opportunity for the staff member to provide feedback to YAPA on a range of issues.

Process

The appraisal is conducted by the Executive Officer and a representative of the Board of Management.

An appraisal will take place of all staff members at 3 months after appointment and thereafter on an annual basis.

The staff member will be given at least 2 weeks notice of the appraisal meeting.

All staff have the opportunity to provide feedback on any staff member. This should be completed using the appropriate form.

The format of the appraisal meeting is as follows –

- The staff member provides feedback to YAPA through discussion questions
- Discussion takes place on the self appraisal form. This form will be completed by the staff member and forwarded to the EO and the Board member at least 2 days prior to the meeting.
- Discussion and evaluation of workplan achievements
- Discussion of job description relevance
- Feedback is provided to the staff member from other staff, EO and the Board of Management

The Executive Officer will take notes during the meeting and will record all discussion.

Following the appraisal, the notes will be distributed to the staff member, EO and Board member who will have an opportunity to view comments and add additional points. Staff members will have the opportunity to add additional comments to any points made by the EO or Board members.

A verbal report will be made to the next Board meeting. Although Board members have an opportunity to view the written report they are not provided with a hard copy. The report is a confidential report and will be placed in the staff member's employment file in a locked cabinet.

Relevant Principles

Some of the relevant principles for conducting staff appraisals are –

Confidentiality

All proceedings of the staff appraisal system are confidential. This means that the information should not be passed on to other staff members or anyone outside of the organisation.

Natural justice

Natural justice refers to the opportunity to put forward your own point of view when decisions are made.

In an appraisal process this means that when issues or concerns are raised that staff have an opportunity to put forward their own views and explain their actions before a decision is made.

No surprises

Staff should be provided with feedback throughout the year, not just at appraisal time.

If there are concerns these should be discussed with staff as soon as possible so that they have an opportunity to correct the problem, address the underlying issues or seek additional support.

The appraisal process should not be about listing grievances that the staff member has not previously been aware of. Where concerns exist these should have been previously been discussed with the worker. In this case the appraisal provides an opportunity to explore these issues further.

Focus on current issues

The appraisal meeting should overview work performance in the past twelve months, with a particular focus on the past six months.

Appraisals should focus on current issues and current performance. It could be considered unfair to raise concerns more than 6 months old because the staff member may have already improved their performance in this area.

Any matters which are referred to an Industrial Relations Tribunal (such as a claim of unfair dismissal) can only cover incidents occurring in the past six months.

Clear expectations

There must be clear expectations in place of the standard required and how these standards are to be achieved.

Staff have a responsibility and a legal duty to make a committed and consistent effort to reach the standards that have been articulated to them.

Expectations are normally outlined via a job description, YAPA policies and a workplan.

Additional expectations must be clearly articulated and followed up with the staff member.

What if there are serious concerns?

If serious concerns exist they must be referred back to the Board of Management who will make a decision as to what is to be done. The person investigating concerns must not be the same person as the decision maker regarding disciplinary action.

In the event of disciplinary action Board members must refer to the advice outlined in the *Disciplinary Action and Termination Guide* produced by Jobs Australia.

Future focused

The appraisal process must include a focus on the future.

Strategies must be developed for

- The development of the staff member and the position on the next 12 months
- Support needed for the staff member, ie training or professional development opportunities
- Any follow up action required by the staff member or YAPA. This should include timeframes and a framework for monitoring and evaluation.



**YAPA Board of
Management
factsheet 5
Financial
responsibilities**

Financial reports

The Treasurer and the Finance & Administration Manager meet each month to discuss the finances of the organisation.

A financial report is presented to each Board meeting.

Financial year

YAPA's financial year runs from January to December each year. Note this is different than a standard financial year which runs from July to June.

Budgets

YAPA's budgets are divided into Core Surry Hills, Western Sydney, then each separately funded project.

YAPA provides separate financial reports for each of these accounts to the relevant funding body.

Cheque signing

All cheques must be accompanied by an expenditure voucher and be in line with a pre-approved budget.

All YAPA cheques are signed by 2 cheque signatories. The person signing the cheque furthest to the right is the most accountable for the cheque.

Cheque journals are presented to the Treasurer each month.

Spending authority

Individual staff have the authority to spend up to \$50 each, in line with pre-approved budgets. The Executive Officer and the Finance & Administration Manager have authority to approve spending on salaries, on costs, printing, rent, YAPA transfers, travel allowance, advertising of staff positions, insurance, audit, telephone, postage, emergency maintenance and repairs and pre-approved budget expenditure. Apart from these items they have the authority to spend up to \$500 each, in consultation with each other.

Audit

YAPA is legally obliged to have its financial accounts audited by an independent auditor each year. The Audit usually accompanies the Annual Report and must be made accessible to YAPA members.

Explanation of financial reports

The financial reports are presented in the following format -

Revenue				
Particulars	Annual budget	Year to date	Actual	Difference
Printing	\$500	\$250	\$300	(\$50)

Explanation –

Particulars = lists the item

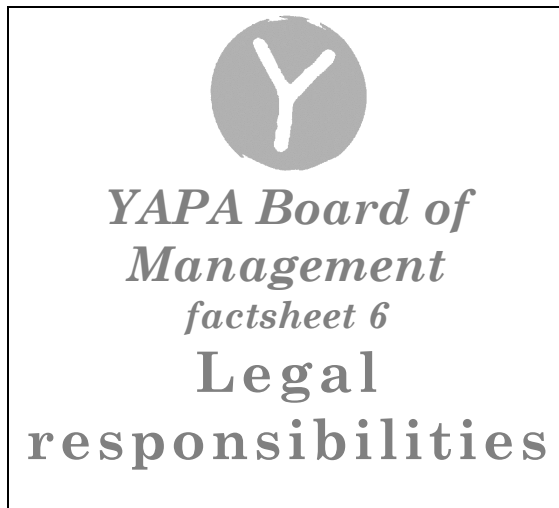
Annual budget = how much has been allocated for this item for the whole year/budget term.

Year to date = how much should have been spent so far this year. (The annual budget divided by 12 x how many months have passed during the year).

Actual = what has actually been spent

Difference = The difference between what should have been spent (year to date) and the actual amount spent (actual). If the amount in this column is in deficit it is written in a bracket.

From the above diagram you can see that there is \$500 per year for printing, \$250 should have been spent so far but actually \$300 has been spent. The item is therefore in deficit by \$50.



This factsheet overviews some of the legal responsibilities of YAPA.

It is important to note that even when delegations regarding legal responsibilities are made it is the YAPA Board of Management who retain the ultimate legal responsibilities of the organisation.

Incorporation

YAPA is an incorporated association. This means that any profits made are used to further the objectives of YAPA and not to provide personal gain for members. Board members cannot earn any income from YAPA.

Incorporation means that we are established as a legal entity. It also means that we can continue our existence regardless of changes in membership, that we can enter into enforceable contracts such as funding agreements and that we can sue or be sued as an organisation.

An incorporated association must have a committee (the YAPA Board of management) which is responsible for managing the association and appointing the Public Officer.

The Public Officer is responsible for lodging documents and is the primary contact between the organisation and the NSW Department of Fair Trading.

Constitution

The YAPA Constitution contains the “rules of YAPA” that the organisation is legally responsible for following.

The Constitution includes rules regarding the role of YAPA, membership of YAPA and the election of members to the Board of Management. See orientation kit for a copy of the constitution.

The constitution can only be changed if a special resolution is passed by members at an Annual General Meeting or Special General Meeting.

Annual General Meetings

An annual general meeting (AGM) must be held at least once in each calendar year and within six months of the end of the association’s financial year. YAPA’s AGM is normally held in May each year.

YAPA is legally obliged to have its financial accounts audited by an independent auditor each year. The Audit usually accompanies the Annual Report and must be made accessible to YAPA members.

Meeting minutes

The Board of Management are responsible for ensuring that accurate minutes are kept of each meeting.

Insurance

YAPA maintains insurance which covers workers compensation, contents, public liability and professional indemnity insurance.

Occupational Health and Safety

Employers must ensure the health safety and welfare of their employees, volunteers or visitors. This covers YAPA offices but also the events and conferences we run.

To comply with OH & S legislation, YAPA must :

- Provide or maintain equipment and systems of work that are safe and without risks to health.

- Ensure that equipment and substances are used, stored and transported safely and without risks to health.
- Provide information, instruction, training and supervision that ensures the health and safety of employees and others.
- Maintain the workplace(s) in a safe condition, including entrances and exits.
- Ensure the health and safety of visitors to the workplace.

YAPA and individual members of the Board of Management can be prosecuted and fined for OH & S breaches.

Working With Children Check

The Child Protection (Prohibited Employment) Act 1998 prohibits people convicted of particular kinds of offences from working with children or young people in either a paid or unpaid capacity, which includes working as a volunteer.

These prohibited persons must not apply, accept or remain in employment relating to working with children or young people.

A prohibited person is someone who has been convicted of a serious sex offence in NSW or anywhere else; or a registrable offence under the Child Protection (Offenders Registration) Act 2000.

It is an offence for an employer to employ prohibited persons in employment related to children or young people. Employers must require prospective employees to declare whether they are a prohibited person before they commence working in such employment. This is known as a Working With Children Check.

Anti Discrimination

Employers must not treat employees or job applicants unfairly because of their:

- * age
- * carers' responsibilities
- * disability

- * homosexuality
- * marital status
- * race sex
- * transgender.

Equal Employment Opportunity

Equal Employment Opportunity (EEO) is about making sure that workplaces are free from all forms of unlawful discrimination and harassment, and providing programs to assist members of EEO groups to overcome past or present disadvantage.

This means having workplace rules, policies, practices and behaviours that are fair and do not disadvantage people because they belong to particular groups.

In such an environment, all workers are valued and respected and have opportunities to develop their full potential and pursue a career path of their choice.

EEO aims to achieve fair practices and behaviour in the workplace, including:

- recruitment, selection and promotion practices which are open, competitive and based on merit. Merit assessed by clearly defined, job-related criteria ensures that the best applicant is selected for the job
- access for all employees to training and development
- flexible working arrangements that meet the needs of all employees and create a productive workplace
- grievance handling procedures that are accessible to all employees and deal with workplace complaints promptly, confidentially and fairly
- communication to give employees access to information and allow their views to be heard
- management decisions made without bias
- no unlawful discrimination or harassment in the workplace, and
- respect for the social and cultural backgrounds of all employees and customers.