



raci

Royal Australian Chemical Institute

OPERATIONS MANUAL

2020

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OVERVIEW

The Operations Manual contains information for RACI Branches, group and Divisions committees and is intended to retain the corporate knowledge of the RACI operating structures and provide information to make the transmission between outgoing and incoming committees seamless and allow committees to operate as an extension of the RACI core organisation and provide benefits to all members of the organisation.

The Operations Manual is in 3 parts

- a general section that is applicable to all sub units,
- a governance section
- a sub unit specific section, one for each branch and division
- a appendices section for all governance documentation and procedures

PURPOSE OF THE OPERATIONS MANUAL

This document is designed to provide information about the RACI and its activities to members of the RACI Branch and Divisional Committees in order to retain corporate knowledge and facilitate the Committee operation. It provides information about the structure of the organisation, the roles and responsibilities of the individuals involved, and specifics of how to undertake various tasks. It also acts as a reservoir of knowledge about the past and current functioning of the various management committee within the organisation.

The operational manuals will be readily available on the RACI website and all incoming members of RACI Committee will have access to the document and are expected to use the information to guide them in their activities on behalf of the RACI.

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Part 1 General Information

1.) The RACI

The RACI was founded in 1917 originally called the Australian Chemical Institute it received a Royal Charter in 1932 and a revision in the Royal Charter in 1953 allowed the name to be changed to Royal Australian Chemical Institute. The RACI became an incorporated association in 2000.

The RACI is the professional body for the chemical sciences in Australia. It acts as both the qualifying body in Australia for professional chemists, and as a learned society promoting the science and practice of chemistry

The RACI is the voice of chemistry in Australia and advocates the positive importance of chemistry to the public, educational establishments, industry and government. The organisation exists to actively support the professional needs, development and interests of all its members.

1.1.Vision

The RACI exists to improve the quality of life through leadership in the field of chemical sciences.

1.2 Mission

The Mission of RACI is to be the Australian voice for chemical sciences and to advance the professional interests of its members.

1.3 Values

- Trust
- Innovation
- Inclusive

1.4 Constitutional Objectives

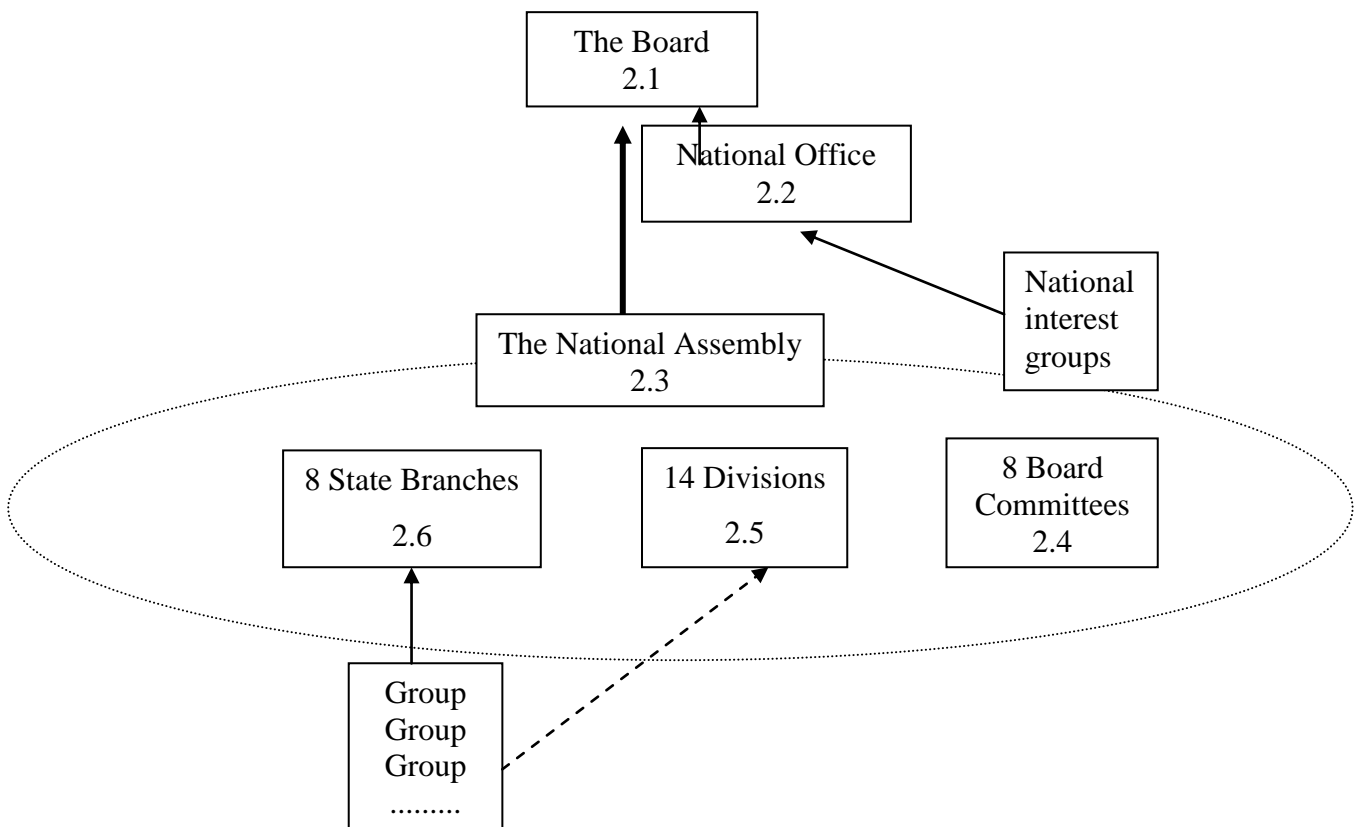
- Develop, maintain and implement appropriate policies pertaining to the promotion of science and practice of chemistry and the role, efficiency and safety of persons engaged therein within the Commonwealth of Australia;
- Communicate the positive and beneficial aspects of chemistry and the chemical sciences to the public through the provision of workshops, seminars, public lectures, exhibitions, open letters and media hard copy and electronic outlets;
- Initiate chemical educational activities, raising the awareness and interest in chemistry and the chemical sciences from schools through to tertiary establishments through the provision of competitions, awards, demonstrations, lectures, resources and seminars;
- Award and support, prizes, other rewards or distinctions, awards, certificates, scholarships, grants and other benefactions to recognise the outstanding achievements of aspects of chemistry and the chemical sciences;
- Provide professional and career development opportunities for members the recognition of their experience through certification and through the provision of workshops, seminars and conferences;
- Enhance networking platforms for members;

2.) Structure of the RACI

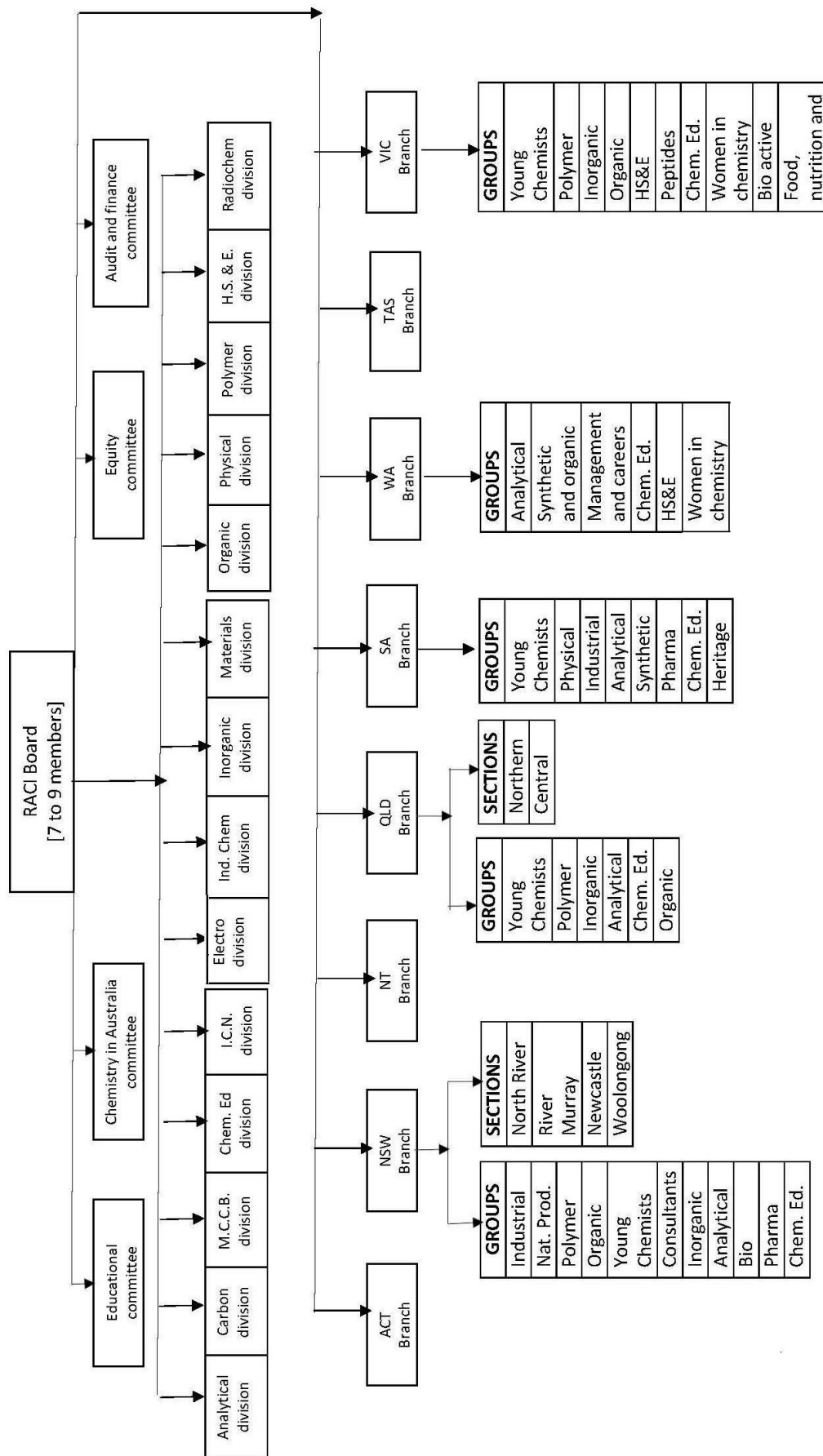
The Board is the controlling and ultimate decision-making body of RACI. It has legal responsibility for the oversight of the administrative, financial and legal operations of the Institute. It provides the leadership of the organisation, taking advice from the Assembly and membership, but setting the overall priorities and strategic direction of the Institute.

The structure is complex with the RACI having a coherent national structure, but largely consisting of numerous sub-entity organisations, which frequently act with a high level of autonomy with respect to the umbrella organisation but are governed by the constitution, by-laws and procedures of the organisation.

The structure can best be described by the following overview.



A more detailed organisational plan is as follows



2.1) The Board structure [Leadership]

The RACI is governed by a Board of up to nine members, seven members and elected from the member base by the membership and 2 being appointed members, who may or may not be members, selected by the Board to fill in any expertise shortages if so required.

The current Board consists of:-

BOARD MEMBERS

MEMBER

President	Vicki Gardiner
President Elect	Steve Bottle
Treasurer	Matt Sykes
General Secretary	Renate Griffith
Board Member	David Springer
Board Member	Vacant
Board Member	Cynthia Cliff
Board Member [Appointed]	Maree Stuart
Board Member [Appointed]	Greg Ewing

Elected board member's tenure is 2 years except the President elect which is essentially a four year term as after the initial 2 years as president elect the member then becomes the president for a further 2 years. Appointed Board member's tenures can extend to 3 years depending on requirements.

The Board meets physically 4 times per year and virtually 7 times.

2.2) RACI National Office structure [administration]

The RACI administration is carried out by a team of employees, 7 based in a central National Office and 3 based in various state capitals

The National office is located at 21 Vale Street, North Melbourne Vic 3051, Tel: 03 9328 2033

Web address: www.raci.org.au

Email: member@raci.org.au

National Office Staff

Roger Stapleford	roger.stapleford@RACI.org.au	CEO
Robyn Taylor	robyn.taylor@raci.org.au	Events and office supervision
Mary Pappa	mary.pappa@raci.org.au	Financial Officer
Caroline Collins	caroline.collins@raci.org.au	Schools Coordinator
Vacant	Member@raci.org.au	Member Engagement
Michelle Jeavons	Michelle.Jeavons@raci.org.au	Marketing Specialist
Vacant	Communications@raci.org.au	Communications

Regional Coordinators

QLD	Pam Chantrell	gld-raci@raci.org.au
NSW & ACT	Claire Jung	raci-nsw@raci.org.au
WA & NT & SA	Ben Fletcher	ben.fletcher@raci.org.au
VIC & TAS	Alyce Scannon-Batt	ben.fletcher@raci.org.au

National office provide the administration processes to enable the larger RACI structure to work. including:-

- financial system for the organisation to function from collecting membership and event fees, all fees arising from RACI activities, provide financial reports and advise to all subparts of the RACI structure.
- Events administration to support all types of activities from conferences to webinars and member dinners.
- Awards administration from finding the nominations, having them adjudicated and arranging the awards celebration event
- Running national schools activities like the ANCE and Chem Matters while the regional coordinators administer the school events at state level
- Providing a marketing and communications functions including website, newsletters, magazine, social media channels and print channels.

2.3) RACI Assembly Structure [Advisory]

The Assembly is a body established by the Board to represent geographical and discipline interests of the membership; it is an advisory body to the Board. It is not a separate entity within RACI, rather is a group of representatives from the various organisational units within the RACI.

The Assembly consists of:

- the members of the Board
- the Past President of RACI
- the Presidents of every Branch (or their representatives)
- the Chairs of every Division (or their representatives)
- the Chairs of Board sub-committees

A face to face Assembly meeting is held annually with 4 additional audio visual meetings being held during the year.

2.4) Board Committees Structure [Policy direction]

The Board has put a number of committees in place to oversee various aspects of the RACI organisation. The committees comprise at least one Board member to act as a conduit between the Board and the committee. The chair may or may not be the Board member.

Currently the following committees are in operation.

- Chemistry in Australia Management Committee - oversight of the member magazine activities
- Schools committee – oversight of School related activities
- Member Assessment Committee - Oversight of membership levels and review fellow application
- Accreditation Committee - Accreditation of university courses
- Nominations Committee – Assist the board to find nominations for the board and awards
- Finance, Risk and Audit committee – oversight of the organisations finances and risk
- Inclusion and Diversity Committee – oversight on discrimination elimination

Each committee oversees a major activity of the RACI and each is responsible for the continuous improvement of their area of responsibility ensuring all activities align with the purpose and strategic direction of the RACI.

2.5) Divisional Structure [Delivering member benefits]

The Division structure is composed of a number of interest areas each centred around a major branch of knowledge in the chemical sciences.

The structure is designed to provide for the networking, knowledge sharing and professional development needs of the Membership in their chosen chemical science interest areas with the goals to :-

- advance the knowledge and understanding of the designated field of chemical science
- create a focus point for those involved in the interest area in, research, industry, government and academia
- recognise achievement in the field,
- provide encouragement and mentorship opportunities for Post Graduate students and Early Career Researchers working in the field
- network and link those involved in the chemical science field in the government, research, academic and commercial sectors.
- Link with other Divisions, associated societies and kindred organisations to promote the advancement in new, multi-disciplinary research fields

Divisions vary widely in size and popularity. They may, or may not, work closely with state-based Groups, other Divisions or other organisations.

Currently there are 14 divisions

Analytical & Environmental	Inorganic Chemistry
Carbon	Material Chemistry
Chemical Education	Medical Chemistry/Chemical Biology
Colloid & Surface	Organic Chemistry
Electrochemistry	Physical Chemistry
Health, Safety & Environmental Chemistry	Polymer Chemistry
Industrial Chemistry	Radio Chemistry

A subset of the Divisional structure is the National Group sub set. National Groups are a transition structure to either developing new interest groups into full blown Divisions or being an interim structure to allow moribund Divisions the opportunity to reinvent and regenerate themselves.

Currently there is one National Group, Supramolecular, that is in a precursor phase of becoming a division

2.6) Branch Structure [Delivering member benefits]

The Branch structure is composed of the central Branch and, in the larger membership areas, a number of interest Groups. The structure is designed to provide for the networking needs of the membership in a designated geographic areas with the goal to encourage networking between the different demographics of membership through the provision of events with content that caters for all.

Particular focus should be centred on those members situated in the non-research sectors as Divisions tend not to address the needs of this demographic.

Whereas the divisions tend to be very technically oriented the Branches have more of a social interaction basis.

In addition to the membership orientation the Branch structure should focus on general chemistry-related outreach events, that promote the positive aspects of chemistry to the public, and provide assistance to schools in the teaching of chemical science and fostering school students interest in science.

The Commonwealth of Australia is divided into eight (8) geographical Branch areas based on the 6 states and 2 territories.

The Four larger states with a 500 + member base (NSW, QLD, Vic and WA) have part-time staff (Regional Coordinators) to assist with the administration. Coordinators are employees of RACI National Office.

Branch Special Interest Groups

Larger Branches also have a sublevel of groups that either have a focus on an area of chemistry, chemical related activity or networking for a specific membership demographic. The Groups evolve (and fold) according to the local demand for the specialist need, and the availability of volunteers to run the Group. General groups can be established in regional locations where there are significant numbers of members.

Groups are linked to Branches, who have oversight on their operations, and, in some cases, to a relevant subject matter Divisions.

3.) Membership Structure

The RACI membership structure is designed to support members throughout their career as they move from student levels through increasing professional levels and into retirement.

Member Type	Who's It For	Post Nominal
Associate Member	Basic level membership designed for those with an interest in chemistry only. <ul style="list-style-type: none"> expressed an interest in the chemical sciences or works in a chemical related environment and Not eligible for admission as a MRACI Member. 	N/A
Student Undergraduate Member	Introductory membership for students below the PhD level. <ul style="list-style-type: none"> Studying a Cert IV, Diploma, Bachelors, Honours or Masters degree involving chemical science subjects 	N/A
Member of the RACI	The membership level for the career chemist. <ul style="list-style-type: none"> holds a degree in a chemistry related field from an Australian University or its equivalent approved by the Board or holds a diploma from an Australian tertiary institution approved by the Board and in addition has had not less than one (1) year of approved practice in chemistry related employment or has at least 3 years of professional experience in chemistry related employment that is approved by the board. 	MRACI
Post Graduate Student	The cost-effective membership level for the student studying for a doctorate in chemical science subjects <ul style="list-style-type: none"> Post Graduate student [PhD or Masters], holding a BSc degree, researching or undertaking course work in a chemistry related topic 	MRACI
Fellow of the RACI	The elite membership level for those members who have made substantial contributions. The fellowship grade of membership is reserved for those individuals that satisfy the Board that they have made major contributions within the broad field of chemistry in either the academic or industrial areas or who have made substantial contributions to the RACI over a number of years.	FRACI
Eminent Fellow of the RACI	The eminence status for the appointed Fellows is designed specifically for those individuals, who in the opinion of the Board, have achieved an eminent position in their field of endeavour and would add substantial value to the Royal Australian Chemical Institute by being a distinguished member.	FRACI
Chartered Chemist Status	A post nominal to distinguish the dedicated chemistry professional. The Board may admit Members, who demonstrate a professional standing in chemistry in the field of chemistry to the grade of Chartered Chemist, within either of the MRACI or FRACI classes of membership if they satisfy one of the following criteria <ul style="list-style-type: none"> A PhD with a chemistry related thesis or A degree majoring in a chemistry related program from a RACI accredited university program with 3 years of professional experience in chemistry-related employment, that satisfies the board, of sufficient professional standing in chemistry; or A chemistry or chemistry related degree from a non-accredited university program may be admitted as a chartered chemist if they have at least 4 years of professional experience in chemistry related employment that satisfies the board of sufficient professional standing in chemistry or The board is satisfied that an individual without a degree has achieved a high standing in the field of chemistry as shown by professional experience in their career. 	FRACI CChem / MRACI CChem

Concessional Status	MRACI and FRACI Members may be granted concessional status if: they are - <ul style="list-style-type: none"> • Unemployed- valid for 12 months only • Retired [Proof will be required.] • Approved Concession Card Holders 	N/A
Honorary Life Membership Status	Members with 50 years membership of the RACI will be granted free Honorary Life Membership of the RACI.	N/A

Organisational Member Types

School Members	Affiliate	The Board shall admit a school for admission as a Schools Affiliate Member if the establishment teaches science subjects to school students
Industry Members	Affiliate	The Board shall admit a business enterprise for admission as a Industry Affiliate Member if the enterprise: <ul style="list-style-type: none"> • provides goods and/or services of a chemical related nature; • has an employee who is a Member of the RACI; and • has a code of ethics and/or a constitution and/or a charter which is consistent with the RACI Code of Ethics and/or Constitution. • Is not a teaching or government research organisation

Membership rights

FRACI, MRACI membership grades can hold executive level committee positions at Board, Branch and Division level and vote at RACI general meetings.

Associate and U/G members may be committee members in the branch and division structure. They have no vote in RACI general meetings and cannot be authorised signatories.

They may attend RACI events of 2 days or less at membership rates.

Associates do not get membership rates for events of 3 days or longer however U/G members do.

4.) National activities of the RACI

4.1) Chemistry in Australia

Chemistry in Australia is the official magazine of the RACI. It is subsidised by members' subscriptions and has a paid team of an editor and 2 specialist reporting to and controlled by the CinA management committee to produce the magazine. Advertising revenue is used to assist in covering the cost of production.

The magazine is published every quarter and is available as hardcopy or in electronic document available on a dedicated website. Members requiring a hard copy are charged a small fee to assist in covering the costs of printing and postage.

4.2) National School activities

International chemistry quiz (ANCQ)

This quiz has been in operation since 1982 is aimed at secondary school students and is the largest single event co-ordinated by the RACI. There are over 90,000 participants each year, both in Australia and 18 other overseas countries. There are 4 quiz papers covering the whole of the secondary school year groups and the quiz can be taken in either a hard or soft copy format. The quiz is held in July/August.

National Titration competition

All state branches run state based titration competitions for years 10,11 and 12 students with the top 10 teams from each advancing to a national competition. The state based round occurs early in school term 3 while the finals occur towards the end of the term.

National Crystal Growing competition

All state branches run state based crystal growing competitions based on alum for primary school children, the best three crystals in each state being sent to a national group of judges for the selection of the best crystal.

4.3) National awards

Each year in March a call is made by national offices for nominations for a number of national awards that cover all the various demographics of the membership. The closing date is in May and the final decision is made by the Board during August with an awards dinner being held towards the end of November.

The Awards on offer are:-

Applied Research Award:

The Medal shall be awarded annually to a full member (MRACI and above) of the RACI who, in the opinion of the Board of the RACI has contributed significantly towards the development of, or innovation through, applied research, or in industrial fields. This contribution shall be judged on evidence submitted to the adjudicating panel.

CS Piper Award:

The C.S. Piper Award is to be made according to the following rules adopted by the Board:

The name of the award is the C.S. Piper Award, funded on a bequest from the distinguished foundation member, C.S. Piper. The award will consist of a medal and a cash prize.

The award is restricted to the fields of soil chemistry or the mineral nutrition of plants. The award shall be made every two years.

Applicants are required to be full members (MRACI and above) of the RACI for a minimum of 3 years and under the age of thirty-five years.

Citations:

There are a considerable number of chemists - members of the RACI - who make substantial contributions to the RACI, chemistry, and, especially to the progress of the profession over a period of many years. To provide recognition of these contributions, the RACI has initiated an award entitled "The RACI Citation".

Cornforth Medal:

The Board of the RACI awards the Cornforth Medal, a bronze relief medal bearing the words "For a Thesis on Chemical Research" commemorating the work of Sir John Cornforth AC CBE FRS. The medal is designed to give recognition of outstanding achievement in chemistry and to promote chemical communication.

Distinguished Contribution to Economic Advancement (Weickhardt Medal):

This Award shall be made every year to a full member (MRACI and above) of the RACI who, in the opinion of the judging committee has contributed significantly towards the economic advancement of the Australian economy through work in the chemistry area. The Award shall consist of a medal, named the Weickhardt medal.

Distinguished Fellowship:

Inaugurated in 1996, a distinguished Fellowship is the recognition of highly distinguished contributions to the profession in academia, government or industry and the RACI and is awarded on, or very close to, retirement from the candidate's principal professional role. Distinguished Fellowships do not carry financial or post-nominal implications. Rarely would there be more than three Distinguished Fellowships awarded per year.

Fensham Medal for Contribution to Chemical Education:

The RACI introduced the Fensham Medal for Outstanding Contribution to Chemical Education to recognise outstanding contributions to the teaching of chemistry and science in general over an extended period. It is intended that the Fensham Medal is to be the most senior award for education in the Institute.

H G Smith Memorial Award:

The Medal shall be awarded annually to a member of the RACI who, in the opinion of the RACI Board, has contributed most to the development of some branch of chemical science; this contribution will be judged by research work published or accepted for publication during the ten years, or equivalent relative to opportunity, immediately preceding the award.

Leighton Memorial Award:

The Leighton Memorial Medal commemorates the distinguished career of A E Leighton.

The Award was established in 1965 through the generosity of his daughter, Miss Anne Leighton. It is the RACI's most prestigious medal. AE Leighton CMG, FRIC, FRACI MICHEM, died in 1961 after a distinguished career as a chemist, technologist and administrator, in which he had served Australia's interests in both war and peace.

Margaret Sheil Leadership Award:

The award has been established to honour the trail-blazing contributions of Professor Margaret Sheil, Provost of the University of Melbourne (at the time of commencement of this award), former CEO of the Australian Research Council and the first Australian female Professor of Chemistry. Through these and other roles, she has worked tirelessly to progress the participation, success and recognition of women in chemistry, and science and engineering more generally.

Masson Memorial Award:

This Award has been established as a memorial to the late Sir David Orme Masson, Founder of the RACI.

RACI Chemistry Educator of the Year Award:

This award is designed to encourage developing teachers, and is open to tutors, lecturers and senior lecturers (academic levels A, B and C) teaching in undergraduate or postgraduate university courses.

Rennie Memorial Medal:

Awarded by The RACI for: Research excellence in Chemical Science.

Rita Cornforth Lectureship:

The award has been established to honour the pioneering contributions of Lady Rita Cornforth (1915-2012), the wife of Nobel Laureate Sir John Warcup Cornforth (1917-2013) and collaborator on 46 of his papers. In his Nobel Lecture, Sir John paid tribute to his wife's pivotal contributions to their joint work: "...with patience and

great experimental skill [she] executed much of the chemical synthesis on which the success of the work was founded."

Awards weekend

An interactive weekend for the membership held end November in Melbourne with the following activities:-

- Friday evening awards dinner - Forum where national awardees are honoured - Open to all members
- Saturday am - Annual General meeting - open to all members
- Balance of Saturday - Assembly meeting - open for assembly members and invited observers
- Sunday - Board meeting

4.4) Conferences

Each Divisions hold conferences in their subject area of interest, either alone or in partnership with other RACI entities or external organisations, on average once every 18 months.

The national offices offers professional conference organising [PCO] services for all events up to 400 delegates.

The RACI hold a Convention every 5 years, when all Divisions come together in one meeting and hold what is Australia's largest single event for chemists.

4.5) Newsletters

An electronic national newsletter is sent to all members once a month with the larger branches also sending out a monthly bulletin to the members in the branch.

4.6) Social media presence

National Office maintains a presence on social media.

- Facebook at [facebook.com/RACInational](https://www.facebook.com/RACInational)
- Twitter at [@RACInational](https://twitter.com/RACInational)
- Instagram at [@racinational](https://www.instagram.com/racinational).
- Linked in
- Utube

Part 2 Governance Information

5.) Governance Documentation

This section gives an overview and brief description of the governance structure, rules, regulations and democratic processes of the RACI. The intention is to give the reader a working knowledge of what they should be doing and how it should be done if they are involved in the organisational structure of the RACI. The detailed rules and regulations can be found in the governance documentation.

5.1) The Constitution is the set of rules lodged with the Department of Consumer Affairs that define the purpose and scope of the RACI, how surpluses can be distributed, Board and membership structure, meeting rules (both Board and general meetings), disciplinary procedures and closing down requirements.

The Constitution can only be changed by a 67% affirmative vote at a General meeting specifically called to vote on the changes.

Can be found here

5.2) The By-laws are a set of detailed rules that cover aspects such as how the membership process runs, how the RACI is structured, and how the various business units should work. The rules are subject to the constitution which take precedence in any conflicting areas.

The By-laws can be changed by a 67% affirmative vote at a Board meeting,

Can be found here

5.3) The Code of Ethics (conduct) is a description of the ethics and behaviours expected from members of the RACI. Members failing to uphold their requirements may be removed from the membership roll.

The Code of Ethics (conduct) can be changed by a 67% affirmative vote at a Board meeting.

Can be found here

5.4) Policies

Statements on a course of action the RACI wishes to take in response to various issues or problem in effecting the membership or seen as the organisations social responsibility.

5.5) Procedures are a set of rules around how to carry out certain administrative activities within the RACI's operations they cover areas such as budgeting, financial activities, event organisation, payment approval processes, kindred society agreements amongst others.

Can be found here

6.) Committee structure

The committee concept is the management tool of the RACI for controlling the interactions and activities of the various constituencies [business centres] of the organisation and it provides the structure for the leadership groups of that particular portion of the RACI structure be it Divisions, Branches or Groups.

There is a set of general principles around committees apply to all levels of committees within the organisation.

The committee's function is to

- Provide leadership in the delivery of benefits of whatever kind to the general membership,
- Plan the future activities of the substructure, deliver and measure performance against plan.
- Ensure all activities align with both the purpose and strategic direction of the RACI
- That all activities comply with the governance requirements of the RACI
- That financial prudence is exercised and all relevant financial procedures followed in delivering RACI activities.

6.1) Powers of the committees

All the Divisions, Branches and Groups are managed by a committee of volunteers. The powers of the committees, according to the by-laws, are as follows

- Arrange and conduct events and activities to provide benefits for the membership, promote chemistry to the general public and/or raise funds for the purposes of the business unit and the RACI
- Regulate and control any sub-committees
- Accept a gift or bequest on behalf of the RACI
- Appoint representatives on local committees of a public or scientific nature, but no such representative shall bind the RACI or the business unit to any recommendation or other action, except with authorisation from the Board or the Chief Executive Officer
- The RACI committee or any of the members cannot act as a legal signatory for the RACI unless specifically authorised by the Board

6.2) Committee make up

Depending on the type of constituency, size and interest area, the number of positions on a committee varies however all committees have 4 common positions:-

- President or Chair
- Treasurer
- Secretary
- Member

Other positions

- Branches and divisions have a president/chair elect position that automatically becomes the president/ chair at the end of the outgoing president/chair term of office. Larger groups follow the same process.
- Some business centres have a past president/chair position to assist with the corporate knowledge retention.
- For larger constituencies it is desirable for the committee to have a member from the early career chemist demographic.
- Group chairs from the state are often included in that state's branch committees while group chairs of interest groups from around the country that are aligned to divisional focused activities are often included in Division committees as state representatives.

All committee members must be financial members elected to the position by the constituents of the business centre however there is some provision, in special cases, to have appointed non members to group committees for their expertise. These members have no vote in committee decisions and cannot be involved in any financial procedures of the organisation.

6.3) Committee position Tenure

In the main committee position tenure is two years however where there is an elect position the time on the committee double as the member moves from president/chair elect to the president/chair position and thus serves 2 terms. It should be noted that committee members can resign at any time and the norm is for the committee to fill that vacancy for the remainder of the original tenure,

7.) Functions of the various Committee positions

7.1) President/Chair

The president/Chair is responsible for the leadership, direction and coordination of the activities of the Sub unit. Must be a MRACI or higher level member.

The president is required to:-

- a) preside at all General Meetings and Committee meetings.

- b) work with the Committee to ensure the necessary skills are represented on the Committee and that a succession plan is in place to help find a replacement and new Committee members when required
- c) oversee development of relevant business unit policies, strategic and business plans in order to align with and help achieve the mission, vision and goals of the RACI.
- d) Encourage any sub-committees to set up and run events that will benefit RACI members
- e) prepare an AGM agenda in consultation with other Committee office bearers
- f) acting as the link between the committee and other RACI business units
- g) ensuring that the business unit adheres to the constitution, by laws and operations manual.
- h) ensure good communication channels exist and are used to update members of planned activities
- i) Working with National Office staff to provide administrative assistance
- j) oversight on business unit activities to ensure appropriate actions are being taken
- l) Ensure committee corporate memory is retained for future generations

7.2) Treasurer

The position of Treasurer of any business unit of the RACI is vitally important as it has the responsibility for control of the funds flowing through the unit. The funds belong to the members and it is the responsibility of the treasurers to ensure that there is no unnecessary waste.

The starting point of the process is the creation of a budget for the business unit leading into the control of inflow and out flow of funds through the unit and the reporting, at regular intervals, of the financial activities of the unit and performance against budget. The Financial procedure 1.1 details how this is done

The majority of the money handled by the business units (Division, Branch, Group or Section) will be generated by the meetings and events conducted. The Treasurer is ultimately responsible, although the actual work may be done by a NO staff, for the collection of money paid by people attending a meeting and the payment of invoices associated with it. It is essential that a simple audit trail for all transactions is established. All monies pass through the National office and the Financial procedure 2.1 details how this is done.

National Office keeps a profit and loss account for each Group, Section, Branch and Division but this is only as accurate as the information given. It's vital that the documentation sent to the National Offices is completed correctly.

Events

For events less than three days in duration a symposium form has to be filled out [FP 4.3] by the event organisers and a simple budget attached. The Treasurers are responsible for firstly to ensure the event has been budgeted for particularly if there is a possibility of a deficit being made and secondly checking and approving the event budget.

It's also important the final results be analysed to improve the process for following events.

Expenditure

Retain a copy of all invoices received for payment and any receipts that are issued.

Where possible, at the business units regular committee meeting present a list of accounts that are either paid or due to be paid, ensure the committee formally approves the payments and two duly authorised committee members sign the documentation. An audit trail for the transactions as well as ensuring the committee is aware of how members' funds are being managed is then established. A copy of the invoices needs to be sent to the Administration Officer – Finance at the National Office for payment.

Reporting

National office will send a monthly set of reports to the Division and Branch Treasurers, the Branch Treasurers are responsible to disseminating these down to the Group and sections.

It is important that the treasurers discuss the actual results against budget at the Committee meetings to identify problems that are occurring and put processes in place to correct these.

7.3) Secretary

The function of the **Secretary** is to support the President and treasurer in ensuring the smooth functioning of the Branch Committee.

The main purpose of the position is that of primary administrator for the business unit and to ensure that all activities carried out by the committee are within the branch and RACI by-law and constitutional boundaries.

The secretary's role in any formal group meeting is to be guardian of the governance process of the meeting. They are the person who oversees the arrangements for the meetings, including AGMs, and keeps formal records of the group's process and decisions and the minutes of the meeting. This may include keeping records of correspondence.

The Secretary carries out or delegates all the administrative duties that enable the business unit and its members to function effectively.

The secretary is responsible for administering all the business unit elections to ensure a fair and transparent process is followed and suitable candidates are found to fill upcoming vacancies.

The secretary is also the main contact point with the RACI national office and must ensure all required minutes and reports and changes to the committee are accurately reported to the national office.

The secretary is also responsible for the updating the business unit's operational manual to reflect, personnel, operational, group activity changes and to maintain the corporate knowledge of the Business unit.

End of Financial Year Annual Reporting. One very important aspect is to maintain an up to date list of committee officials and their specimen signatures in NO so authorising signatures can be verified. The end of year report should list office bearers but any changes during the year must be noted.

In summary, the Secretary is responsible for ensuring the administrative structure of the business unit is effectively organised and maintained with effective record keeping and administration.

7.4) Committee member

Committee members are there to ensure the business unit committee supports the purpose of the RACI and works towards the achievement of the RACI strategic plan.

A committee member must assist the Branch committee in the generation of sufficient events to provide the branch membership with adequate benefits to ensure their perception of being a member of the RACI is good value for membership fees paid.

A committee member must act as a conduit between the general constituents of the business unit and the committee to ensure all items needing attention are brought to the committee's attention.

8.) Election of Committee

The election process for all constituent committees follows the same basic process with administration assistance from National office staff.

- Positions nearing the end of term are advertised by the Secretary,
- members of the constituency may be nominated by 2 fellow constituents,
- the nominee has to agree to the nomination,

If there is more than one nomination for a position an election will take place, because of the size of some of the business centres and geographic dispersion of the members this process has moved to an electronic medium to ensure those members in remote locations may also participate.

The selected member will be announced at the AGM and take up their position thereafter.

Appointed members are selected by a 67% vote of the committee and for Branches and Divisions these must be members. In exceptional circumstances non members can be utilised by groups but the individuals are there purely for advice and have no say in the decision process of the group.

Elected officials take their place on committees at the AGM of the constituency and remain on the committee until their term ends. Committee members can leave committees early for a number of reasons:-

- Resignation
- Illness
- Passing away

They can also be removed by 2/3 majority vote at a General meeting of that business centre due to

- failure to adhere to the governance rules,
- breach of the RACI Code of ethics [Conduct],
- not acting in the interest of the RACI or its Members

The decision must be approved by the Board

Any vacancy may be filled until the next election cycle by committee resolution with a 67% majority

9.) Decision making structure

The management and decision making structure of the various constituencies revolves around meetings where the planning and organisation of activities are discussed and actions agreed by a democratic process.

There are 2 levels of meetings, general meetings and committee meetings.

9.1) General Meetings

The constituency's committee members are elected by the membership and are answerable to that membership at General meetings.

There are two forms of General meetings:

- Annual general meetings.
These are annual forums where election results are announced, new committee members take up their positions and those leaving officially resign. It is where the elected committee report to their constituents on what has occurred over the past period and how they performed against budget and plan also to present what the plans are for the coming year.
- Special general meetings
These are meetings that can be called to discuss critical issues that can't be sidelined until an AGM. They can be called by the committee, on instructions from the Board or a group of constituents. This is an avenue where the constituents of the business unit can hold the committee to account.

The constituents must be notified at least 21 days prior to the meeting of when, where and how [physical/virtual/hybrid] the meeting will be held and an agenda listing what the items to be discussed are and be provided with any documentation if required.

9.2) Committee meetings

Committee meetings are where the day to day operational decisions for the constituency are taken. There is no absolute meeting frequency set and the activity levels of the constituency will determine the frequency.

A few general guidelines

- Meetings can be called by the president/chair with 7 days notification - agenda provided
- President/chair, chairs the meeting or the Elect if not there, if neither there then a member voted in by those present
- Special meetings can be called by 3 committee members with 21 days notification - agenda provided
- Quorum is 50%+ of members
- Resolutions are carried by simple majority
- Secretary must ensure minutes taken

It is not specified in the bylaws but it is strongly recommended to run closed meetings with the option of the President/Chair inviting observers if required for input in discussions planned. Observers who attend on their

own volition tend to have personal agendas that generally tend not to relate to the business at hand and can result in a disruptive influence.

10.) Financial issues

the RACI is a not for profit organisation, this doesn't mean we cannot make a surplus it just means that any surpluses made can only be used within the RACI to achieve the purpose statements set out in the constitution. it can't be distributed to members or third parties.

Making a surplus is vitally important for the growth and development of our organisation as it allows us to do the things we do better and add new activities to the portfolio.

Membership income barely covers the administration expenses of the RACI and there is little to support anything else so it's vital that the activities the various divisions, branches and groups deliver run, on average, in a surplus.

The RACI is seen as a scientific not for profit organisation by the Australian tax office and we are exempt from income tax provided our activities conform to the statement of purpose laid out in the constitution. We are, like every other organisation, liable for GST. This means every service or product we charge for and every invoice we raise for sponsorship must have a GST component. The only exception to this is donations received.

There is a set of financial procedures covering the finances but a brief overview follows.

10.1) The Financial Accounting system

The RACI has one central bank account and all transactions, from whatever source, flow through this bank account.

The RACI currently uses MYOB accounting software for all the accounting activities. The system has a structure that includes

- Categories,
these are actually cost centres and allow all incomes and expenditures for a particular area to be collected and isolated from the other transactions. We use this facility to provide the various Divisions, Branches and groups with personalise accounts and reports specific to them, including records all incomes and expenditures and providing profit/loss accounts. This allows the various committees to compare actual with their budgets see how they are performing.
- Jobs
This is accounting for specific projects or jobs that can include events, conferences, producing a video or in fact any discrete activity, even if they are across categories. Again this allows the job organisers to compare actual with their budgets see how they are performing.

10.2) The Budget

The starting point in the financial cycle is the budget that begins in April each year. Budgets are the backbone of our financial systems as we need to know what people are intending to do to see if we can afford it and to make sure our cash availability can support the cashflow required to operate.

All the business centres within the RACI are asked to plan their activities in detail for the following year and to provide a more cursory overview for the ensuing 2 years. Once the activities are known then a monetary value, both income and expenditure needs to be put on these.

To help the Treasurers in this budgeting stage they are provided with worksheets that show a history of the past three years financial performance for reference set out in a standard format.

Budgets are finalised in June for the new financial year commencing in July.

National office keeps a profit and loss account for each of the constituencies where all income and expenditures incurred are recorded. Reports are issued on a monthly bases to the various treasurers that summarise income and expenditure to budget along with a detailed activity statement of financial transactions.

10.3) The Financial procedures

The RACI is a legal entity and hence has to abide by association law and commercial rules and regulations. In the financial area this means we have to run an accrual accounting system with the financial results being audited each year to ensure they meet the accounting standards and that no fraudulent activities have

occurred. One of the key concepts is that more than one person must be involved in financial transaction to ensure there are checks and balances.

A few general rules have to be followed

- Expenditures have to be budgeted for either in the original budget prepared during the budget cycle or in an event budget submitted together with an event form. An accepted budget is the first step in spending authorisation
- Event forms are required to be completed for all events from simple dinners to full blown conferences, if the event involves funds flow it must be accompanied by a budget. The reason behind this is,
 - To provide a job number for recoding and control purposes and to enter the event in the MYOB system
 - to approve expenditure. If the event and its budget is approved then the organisers are cleared for expenditures within that budget.
 - to have a record so, in the unlikely event of a public liability issue, there is documentation for the insurer
- Expenditures have to be approved by 2 authorised signatories, who:- are a committee member and a full member of the RACI, know about the transaction, NO has a record of the signature and the individuals have no personal interest in the transaction.
- A list of authorised signatories is kept by the financial officer in National office and it's vital incoming committee officers provide signature samples on the form provided by NO.
- For accounts payable the invoice for payment along with the completed EFT expense form containing the authorising signatures should be sent to the National Office for payment
- Due to the volunteer nature of the organisation payments are often made personally by members, the RACI is very grateful for this and makes sure the member is refunded as fast as possible. The process is that the expenditure is recorded on a expense form, signed by 2 authorised signatories and sent along with the receipt to the financial officer who will refund on receipt via EFT immediately.
- For those with a RACI credit card, and there are very few currently and the idea is to phase them out expenditures should be recorded on the credit card expenditure form, counter signed by a second committee member and sent along with the receipt to NO.
- Funds should not be collected by the branches, divisions or group committee members.
 - Registrations should go through the events software package.
 - With sponsorships NO should be informed on form sponsorship control An invoice will be generated by NO and sponsor can pay by EFT. Once the invoice has been paid the initiator will be informed funds have been received.
 - if in the unlikely event cash is received and there is no regional coordinator the funds should be deposited directly into the RACI Combank account 063 010 10672619, 385 Bourke Street, Melbourne, Vic. and the form deposit notification form filled in and sent to the financial officer in NO.

11.) Reporting

11.1) Reports provided to the business centres

Monthly reports are sent out by the financial officer at the start of every month. These are full Activity Statements [that is all the income and expenditure transactions made by the business centre during the month], and a Profit & Loss reports for the year to date. These reports are sent to the Treasurer, Chair and Coordinator for you to reference what has gone on in the month.

Along with these reports a Budget Summary for that financial year to date is also forwarded which shows how you are travelling in relation to the Budgets sent earlier.

Reports can be requested at any time by emailing the Finance Officer.

11.2) Reports required from the business centres

The business centres are expected to prepare a report on the quadrant report template around the questions:-

- What has been done year to date?
- Market intelligence, what's going on in your environment?

- Are there any opportunities out there / what's concerning you?
- What have you got planned for the rest of the year ?

This should be presented and discussed at the AGM and forwarded to NO for Board review

12.) Insurance

12.1) Public liability

The RACI carries public liability insurance of \$20M that covers all activities run by the RACI from committee meetings, awards dinners through to events.

12.2) Travel insurance

The RACI has a travel insurance policy that covers all members travelling on RACI business from the standard travel cover items.

12.3) Directors liability insurance

The RCI maintains insurance policies that cover the board members from financial claims resulting from their legitimate activities in the governance of the RACI.