



## Community Sector Secretaries Course

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**A three-session program covering the essentials for current and aspiring NPF secretaries**

# Program approach

Presentations by ICDA experts

Issues considered in small groups (breakout rooms)

Reflections and report back to main room

Draws on both ICDA expertise and your collective wisdom

Session 1: Organisational compliance

Session 2: Keeping the board on track

Session 3: Supporting inclusion and accessibility

← Duration: 2 hours →

Session 1  
Organisational compliance

Course intro

Intros  
Intros  
Intros

Present Topic 1

discuss  
discuss  
discuss

Reflect on discussion

Keynote 1

discuss  
discuss  
discuss

Reflect on discussion

End session 1

Session 2  
Keeping the board on track

Present Topic 2

discuss  
discuss  
discuss

Reflect on discussion

Keynote 2

discuss  
discuss  
discuss

Reflect on discussion

End session 2

Session 3  
Supporting inclusion and accessibility

Present Topic 3

discuss  
discuss  
discuss

Reflect on discussion

Keynote 3

discuss  
discuss  
discuss

Reflect on discussion

End course

Ian

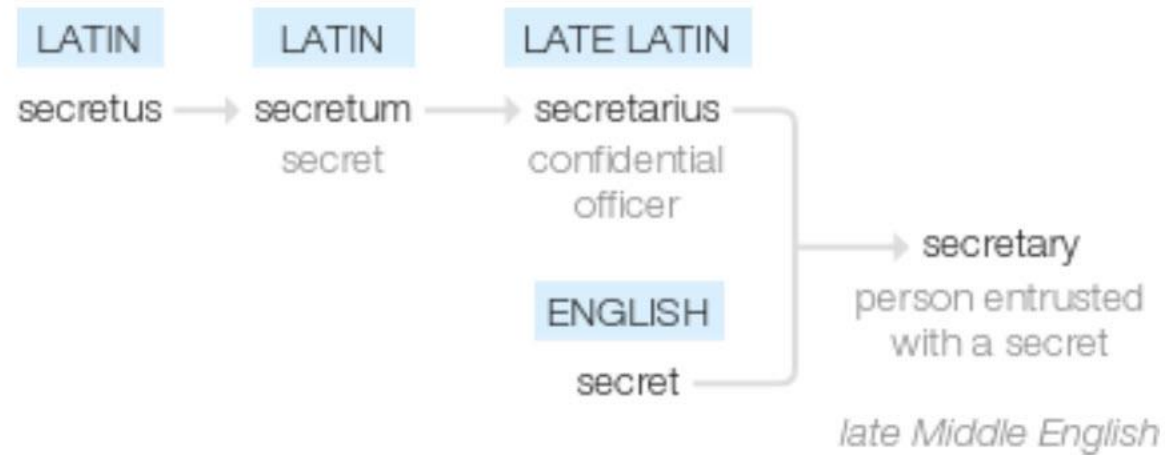
Guest trainer

Participants in breakout rooms on their own

A walk through secretarial history .. In the western world at least!

Warning :  
Sexism and ageism ahead!

## Origin



late Middle English (originally in the sense ‘person entrusted with a secret’): from late Latin *secretarius* ‘confidential officer’, from Latin *secretum* ‘secret’, neuter of *secretus* (see secret).

## The 1950's secretary

### THE SECRETARY SHORTAGE They're Either Too Pretty or Too Old

I NEVER say a good word about my secretary outside the office," says a Chicago lawyer. "If I did, somebody else would have her on his payroll tomorrow." To many U.S. businessmen such caution is normal. Though a record 21 million U.S. women are working, only about 2 million hold secretarial jobs—and only a small percentage are genuine secretaries. As prosperity piles up the paperwork, the shortage becomes more severe; some 250,000 secretarial jobs go begging every day. "We just need bodies," moans a Midwest employment agent. "There haven't been enough secretaries, or even file clerks, for 15 years."

Because of the low birth rate during the Depression, available girl-power—for all jobs—is lower than at any time since the mid-1920s. Today, girls also get married younger (median age: 20), and married working girls quit earlier to have more babies. Moreover, secretarial work no longer has the prestige it had in the 1930s. A woman may now become an engineer, have more fun as an airline stewardess, earn more as a buyer, a librarian, a copywriter. Even some waitresses make \$150 a week, double the average secretary's salary with half the strain.

In the fierce competition for talent, businessmen try every trick to find and keep good secretaries. In Chicago, Prudential Insurance Co. even puts its young girl employees to work recruiting their friends, rewards them with one day off (with pay) for each catch. In New York, once a girl agrees to sign up, she may get as much as \$70 a week just to come in and learn to be a secretary. In Los Angeles, a retired 22-year-old secretary in Ros-

sharing plans, 52.7% pay full costs for employees' health and accident insurance. But only the most exquisite melding of money, kindness and men leaves a girl impressed. "Fringe benefits are such old hat," says one employment agent, "that the girls just want to know how many they're getting—not if there are any."

The scramble for secretaries often only compounds businessmen's woes. Because of a general feeling that secretaries over 35 are too set in their ways, too difficult to break into a new job with a new boss, businessmen concentrate on hiring "malleable" younger women. The trouble is that youngsters lack experience, are often unable to keep up with the office work load. Ten years ago a beginner took at least 120 words per minute in shorthand, did 60 in typing; today, she often takes only about 80 words per minute in shorthand, types 45. Secretarial schools cannot boost the standards; company raiders leave them with classrooms half empty long before graduation. Says one Atlanta school director: "Businessmen can't spell themselves, and rarely ever finish a thought. They rely on these so-called secretaries, and are horror-struck when they discover that the blind are leading the blind."

To solve the problem, some companies are turning to outside contractors who are willing to dip into the big pool of older women that regular employers neglect. Last year, for example, Milwaukee's Manpower, Inc., which has 90 branches in the U.S. and abroad, placed 50,000 such women (average age: 42) in temporary jobs, even used a retired 22-year-old secretary in Ros-

a key electronics material so difficult to make that its price is \$980 a pound.

**Sand & Science.** Refined from common sand, Texins' super silicon is so pure (not more than one part of non-silicon to 1 billion parts of silicon) that the National Bureau of Standards still lacks a grading system for it. In minute amounts, it will enable electronics men to make transistors with nearly twice the heat resistance (up to 300° F.) of previous transistors, and open up vast new possibilities for the guidance systems in supersonic planes and pilotless missiles. Says President John Erik Jonsson: "This is the purest product ever made by man."

The new silicon was just one more example of Texins' rare skill in marrying



United Press  
**TEXINS' McDERMOTT & JONSSON**  
A marriage of brains and brawn.

scientific brains to production brawn. Scientists make up 20% of the company's

The modern(ish) secretary



sec·re·tary

[ˈsekɹɪ(ə)ri]

noun

a person employed by an individual or in an office to assist with correspondence, make appointments, and carry out administrative tasks:

an official of a society or other organization who conducts its correspondence and keeps its records:

the principal assistant of a UK government minister or ambassador:

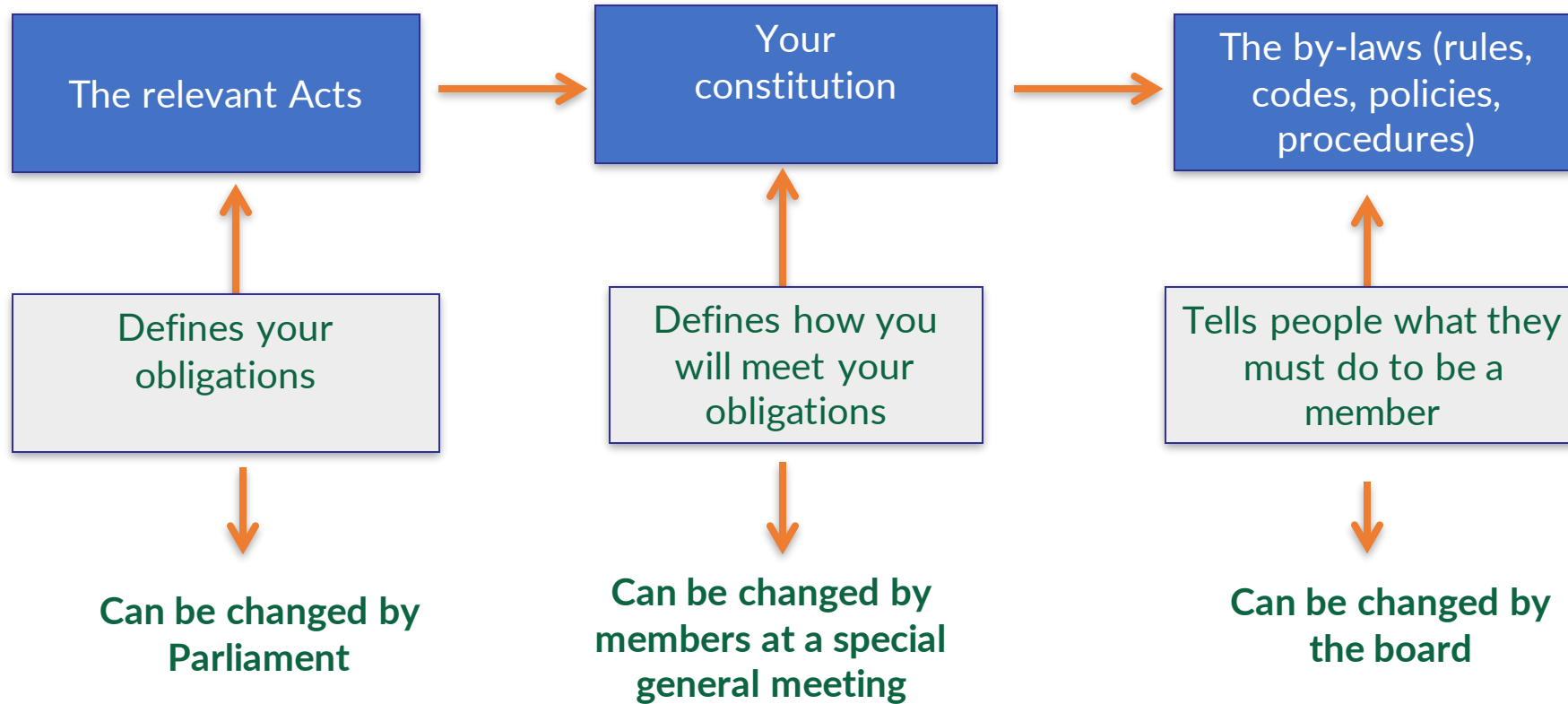
The legislation that "empowers" secretaries



# Organisational Legal Structures

Structure	Focus	Owners	Regulator
Unincorporated association	NFP	Individuals	None
Incorporated association	NFP	Members	State/territory government departments
Co-operative	NFP/Profit	Members	State/territory government departments
Company	Profit	Shareholders	ASIC
Company limited by guarantee	NFP	Members	ASIC (and ACNC if a charity)
Indigenous Corporation	NFP/Profit	Members/shareholders	ORIC
Statutory organisation	NFP	Parliament (state/federal)	Parliament

# One organisation, three governing instruments



## The Incorporated Association secretary duties (from the Associations Incorporation Reform Act (Vic))

### SECRETARY

11(1)b the Secretary must, as soon as practicable, ensure the name and address of the new member, and the date on which they became a member, is recorded in the register of members.

18(1) The Secretary must keep and maintain a register of members

21(1) Before disciplinary action is taken against a member, the Secretary must give written notice to the member

47(1) The Secretary must perform any duty or function required under the Act to be performed by the secretary of an incorporated association.

47(2) The Secretary must—

- (a) maintain the register of members in accordance with rule 18; and
- (b) keep custody of the common seal (if any) of the Association and, except for the financial records referred to in rule 70(3), all books, documents and securities of the Association in accordance with rules 72 and 75; and
- (c) subject to the Act and these Rules, provide members with access to the register of members, the minutes of general meetings and other books and documents; and
- (d) perform any other duty or function imposed on the Secretary by these Rules.

# Good meetings need good teams that work well together

Someone to  
run the meeting  
(PRESIDENT)

Someone to  
organise the meeting  
(CEO / COMP  
SECRETARY)

Someone to  
explain the finances  
(TREASURER)

Someone to make  
judgements on  
what's before them  
(COMMITTEE)

A set of meeting rules  
(STANDING ORDERS)

# Introductions



Who's in my small group?

We've pre-allocated you in small groups to separate breakout rooms that we'll maintain for all three sessions so you can really get to know each other 😊



What do we mean by compliance?

## Internal compliance

- Adhering to the organisation's rules
- Keeping true to vision and mission
- Electing office bearers
- Maintaining records
- Holding meetings
- Proper use of funds
- Protecting assets
- Servicing members

## external compliance

- Adhering to regulator rules
- Annual reporting to regulator(s)
- Ad hoc reporting to regulator(s)
- Abiding by all relevant laws

## Ian's topic 1 slides

### Internal to org

- organising meetings (for example, sending notices of meetings, drafting the agenda, writing and distributing minutes of meetings)
- take minutes of meetings (or oversee the minute taking)
- dealing with applications to join the association and membership records (for example, keeping the organisation's register of members up to date)
- receiving, assessing and deciding on members' requests to have access to their personal information on the members' register restricted (this is discussed in detail in part 4 of this guide: Registers, Records and Official Documents of this guide)
- dealing with requests for access to information of the association by members (discussed in detail in part 4 of this guide: Registers, Records and Official Documents)
- maintaining documents and records of the association (for example, keeping copies of funding agreements or leases)



## legal tasks

The main tasks and legal obligations of the secretary of an incorporated association are contained in:

- the jurisdiction's Act and the Regulations
- the organisation's rules
- the organisation's policies and procedures (if any), and
- other legislation (for example, to do with occupational health and safety)

## legal duties

As for other board members:

- Duty to act in good faith and for a proper purpose
- Duty to not misuse information or office
- Duty to disclose material interest
- Duty of care and diligence

maintaining a register of other key documents

incorporation certificate

rules of association / constitution

policies and procedures manuals

annual report to regulator

any application (including outcome) of request to alter rules / constitution

certificate of title and mortgage documents for any owned property

rental agreements

insurance certificates

if you have a common seal – record of when it was used and by whom

key / security card register

ATO documents and correspondence

Safe record keeping (consider cyberrisk)

Registerable Australian bodies (applications / compliance with regs)

## Skillset (from damn Good advice for secretaries)

- Writing skills
- People skills
- Administrative skills
- Record-keeping skills
- Technological skills
- Governance skills

In camera sessions where needed -“ in camera” is confusing as in today’s language suggests that its recorded, when in fact its a Latin term meaning “in chambers” (and therefore private)



In your breakout room:

- Who can be a secretary?
- Do we have to have one?
- Do they have to be on the board – check your model rules
- How are they appointed?
- Can they be removed?
- DO I have the skillset needed? (if not how might I acquire it?)

Back in the main room – a quick debrief from each group:

Nina keynote

# Your role

## **Compliance**

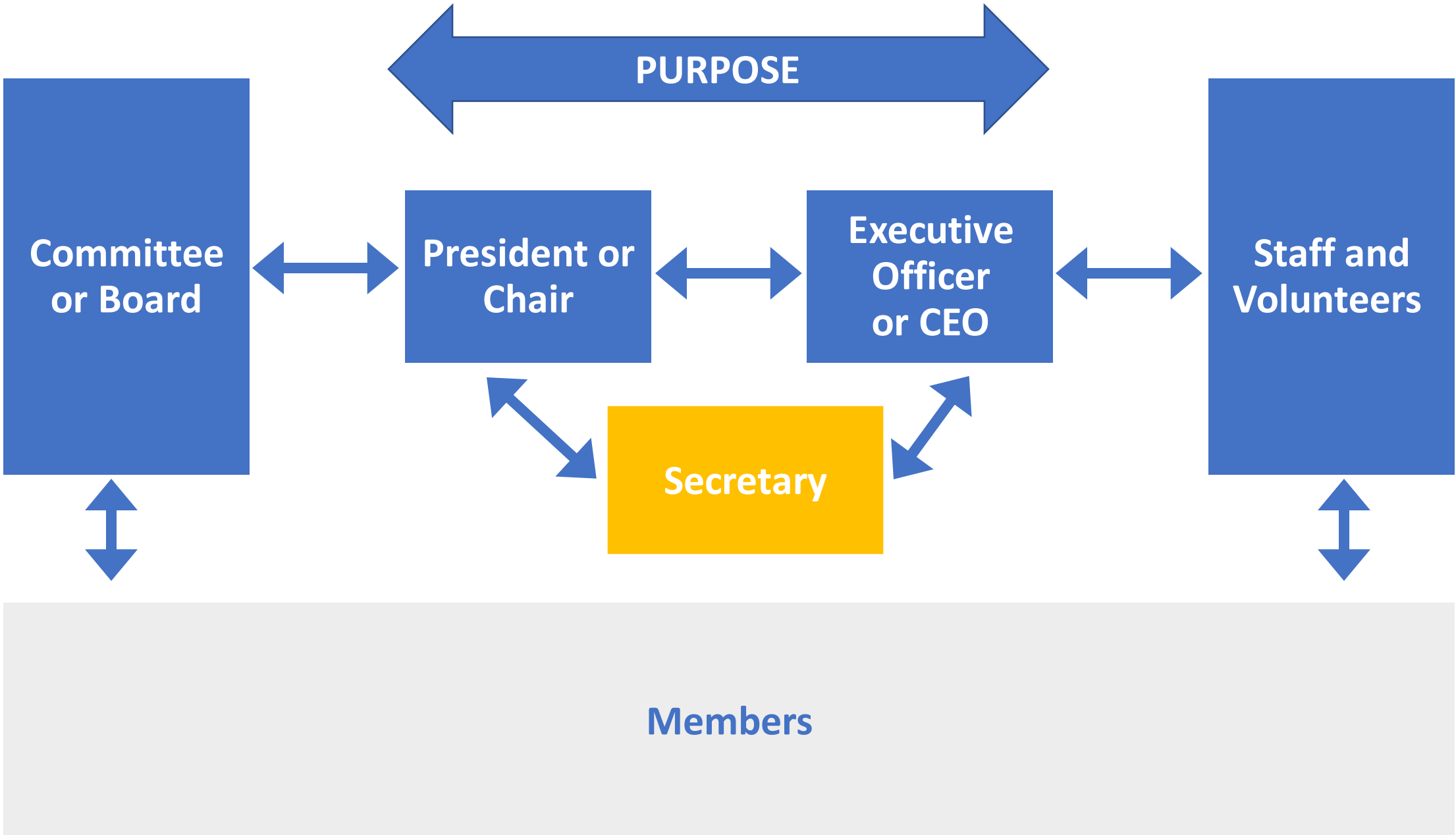
- ASIC
- ACNC
- State based regulator

## **Communicate with and support the CEO**

- Communication flow
- Effective info to the board
- Timely direction from the board

## **Prepare the board pack**

- Prioritise and minimise papers
- Accessibility
- Strategic focus



# How to be an effective secretary

## 1. Checklists and schedules

- Compliance schedule
- Policy schedule
- Board workplan
- Induction checklist
- Action and decision registers
- Proxies
- Tied vote
- Absences without apologies
- Extending meetings
- Quorum
- Priorities
- Timings
- Context
- Papers
- Motions



# Breakout room discussion

How can we manage compliance related duties so we're not overwhelmed at particular times of the year?

What are some strategies you can use to support the Chair and the CEO in your role to progress the organisation's strategy?



In your breakout room:

- Key questions from Nina

Back in the main room – a quick debrief from each group:

Wrap up session 1