

2011

MANAGEMENT GUIDELINES



PROFESSIONAL ASSISTANTS TO
CHIEF EXECUTIVES



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Note: This document should reviewed by the management Team following the annual AGM



INTRODUCTION

Purpose

The purpose of the PACE Guidelines lays out guidelines as to how *PACE INC.* conducts its business, monthly meetings and its goals and vision for coming years. It is hoped that with these Guidelines in place they will give guidance to future Management Teams.

The PACE Guidelines should be read in conjunction with the Bylaws and Policies where applicable.

Background

The report was founded from a 2004 survey conducted by the *PACE INC.* membership Committee. The results of the survey were analysed then reported back to members, the document then formed the basis of the PACE Guidelines today.

In early 2010, another survey was undertaken and members had the opportunity to comment on all aspects of PACE Inc. This report has been updated to incorporate these changes.

PACE's Vision Statement

"To positively influence the development and advancement of Professional Assistants to Chief Executives, (PACE) as a Profession".

PACE will continue to do this by:

- | | |
|------------|--|
| (a) | positively influencing the development and advancement of <i>PACE INC.</i> as a profession through: <ul style="list-style-type: none">• Networking – <i>exchange of day to day information specific to the role.</i>• Education – <i>up-to-date, highly technical “no frills” workshops and speakers programmes/lectures.</i>• Research – <i>creating and advising guidelines and standards.</i>• Resource – <i>becoming a clearing house for current and up-to-date data pertinent to the profession.</i> |
| (b) | ensuring the activities of the organisation are not for the purposes of profit or gain to any member. |

SECTION 1**Overview****1.1 Incorporation Description**

***PACE INC* was incorporated under the Incorporated Societies Act 1908 on 9 September 1992.**

The core function is to advance and influence the development of Professional Assistants to Chief Executives, including networking support and social contact of this like-minded professional group of people. We are responsible for:

- the continued development and improvement of Professional Assistants to Chief Executives;
- remaining a non-profit making organisation; and
- the Bylaws and Policies (held by the Management Team).

Note: The Companies Office, Incorporated Societies section holds amendments to the Bylaws. It is the responsibility of the PACE INC Management Team to lodge any updated version of the Bylaws with the Office of Incorporated Societies at the Companies Office as soon as practicably possible following such amendment.

1.2 PACE Bylaws

Article 1	Name and Location
Article 2	Mission
Article 3	Membership
Article 4	Dues
Article 5	Organisational Structure
Article 6	Meetings of Members and Voting
Article 7	Officers
Article 8	Duties of Officers
Article 9	Management Team
Article 10	Finance
Article 11	Dissolution
Article 12	Amendments

Note: Members have access to the current Bylaws. The Bylaws are held on the PACE website. www.pace.org.nz

1.3 Policies of PACE INC.

There is a list of Policies of *PACE INC* as at August 2005. The list is updated and edited by the Management Team following full discussion and approval by Management Team members. Any changes need not go back to the membership as a whole.

A copy of these policies can be obtained through the Management Team Secretary.

1.4 Office of Incorporated Societies

There is no legal requirement for the policies of *PACE INC* to be lodged with the Office of Incorporated Societies.

SECTION 2 Guidelines and Objectives

2.1 PACE Guidelines Development

The PACE Guidelines will provide guidance for the incoming Management Team. These guidelines should be reviewed annually during September/October following the AGM to update any new policies and once the new Management Team is elected.

2.2 Scope of PACE Guidelines

To give guidance to an incoming Management Team. The Document should be reviewed annually or as required.

Our Aim is to:	
(a)	to monitor the development of <i>PACE INC</i> , to retain its members and encourage new membership;
(b)	to offer members a varied, efficient and effective net-working base with opportunities for education and research;
(c)	to hold monthly members meetings. These meetings to host speakers on professional development, educational, technical and social subjects of interest to members;
(d)	to compile and maintain an informative and interesting website not only advertising <i>PACE INC</i> but to make visitors to the website aware of the aims and objectives of the group and to extend an invitation to visitors to become members.
(e)	to organise a biennial workshop based around the professional development of members; and
(f)	to organise a biennial salary survey not only of members, but other PAs/EAs in the market place.

2.3 Delivery of PACE Guidelines and its objectives

The PACE Guidelines have been implemented as a guidance tool. The Management Team have discretion to amend the objectives without membership consultation. In order to be transparent it would be useful to report back any changes at the regular membership meetings. The Management Team also report back on the guidelines annually, usually at the AGM.

2.4 Income and Expenditure

2.4.1 Income

All income accumulated from membership and sponsorship is to be used for the advancement and education of *PACE INC.* members. *PACE INC.* is a non-profit organisation.

2.4.2 Expenditure

All expenditure will be authorised by the Management Team. A full account of income and expenditure must be given to the Management Team at each Management Team meeting.

Only in exceptional circumstances can any two signatories pay out any monies. A full account and reasoning to be submitted in writing and to the next Management Team meeting following such expenditure.

2.4.3 Audited Accounts

A copy of the Audited Accounts presented to the AGM are to be lodged with the Office of Incorporated Societies each year. This should be completed in a timely manner.

SECTION 3

PACE Membership / Programmes

3.1 Monthly Members Meetings

3.1.1 Regularity

Monthly meetings are held on the last Tuesday of each month. Email notification is sent to members approximately ten days prior to any event.

Members monthly meetings are held every month, exceptions are:

- September (AGM)
- November (Christmas Function)
- December

3.1.2 Speakers

Guest speakers should vary with engaging topics that cover professional development, networking and socially interesting issues throughout the year. This task is organised by the Events Co-ordinator and the wider Management Team.

3.1.3 Outline of PACE Meetings

5.30 – 6.00 pm	Networking/drinks/nibbles
6.00 – 7.00 pm	Guest Speaker
7.00 – 7.30 pm	Conclusion and depart.

3.1.4 *Duties of Management Team*

The Management Team will provide a schedule of monthly meetings, along with a list of speakers for publication to the general membership by the end of January. The list can be deemed a living list and changed as appropriate. It can be found on the PACE website.

3.1.5 *Guests*

Members may invite prospective members along to the monthly meetings for a maximum of two meetings. Refer to the Bylaws on the website for more details.

3.1.6 *Attendance*

A name-tag is provided for members at each meeting and should be worn for networking purposes.

3.1.7 *Venue*

The venue is decided by the Management Team based on cost, sponsorship/support and ease of distance. Our current host sponsor is The James Cook Grand Chancellor Hotel, The Terrace, Wellington.

The host 'arrangement' we get at The James Cook is:

- No charge for the room hire;
- No charge for the refreshments;
- Nominal wholesale charge for the wines; and
- No charge for whiteboard/screen and lectern.

Note: The Management Team organises a projector for each meeting to avoid a \$250 hire charge.

3.1.8 *Refreshments*

The Management Team negotiates refreshments with the James Cook. In the 2010/11 year, The James Cook supplies the nibbles free of charge by way of sponsorship.

The beverages supplied by the James Cook are at a subsidised rate. PACE purchases the beverages, a charge is then made to our members per glass; the Management Team set the fees for this; *PACE INC* is given the difference between the cost of the wine to *PACE INC* (subsidised) and the charge to the members. This is a profit for *PACE INC* which is returned to the membership by way of events.

3.1.9 *Other Venues*

At the discretion of the Events Co-ordinator and the wider Management Team we may choose to hold functions elsewhere. Typically, a hotel or venue would be

approached to showcase their conference/room facilities and would likely be at no charge to *PACE INC.* This is managed on a case by case basis.

3.2 Special Events/Meetings

- 3.2.1 When finances allow a special event, other than the Christmas function, may be arranged by the Management Team during the year.
- 3.2.2 The Management Team, following discussion, will recommend or otherwise if there is to be additional funding from the membership for any events.

3.3 Annual General Meeting

3.3.1 The Annual General Meeting is arranged each year in September, usually the last Tuesday. The venue shall be at the Management Team's discretion.

3.3.2 Documents for AGM:

(a) Membership Renewal Forms

Approximately two months prior to the AGM, the Membership Officer sends out the Membership Renewal forms. This allows members time to renew their membership to enable them to vote at the AGM.

(b) Proposals to Amend By-laws

Any proposals to amend the *PACE INC* By-laws must be sent out to all members at least 30 days prior to the AGM.

(c) Notification of AGM and Proxy Form

Notification of the AGM and proxy form (in one document) is sent out one month before the AGM. This advises date, time, venue and any additional function (eg dinner) and cost. Proxy forms must be provided to the Chair at least 10 days prior to the AGM, and proxies must be financial members of *PACE INC.*

Members are also invited to provide any items of General Business in writing to the Chair by a date decided by the Chair. RSVPs are to the person organising the function, by a date required for catering purposes. Details of any payment and to whom is also included.

(d) Nomination Forms for Management Team

Nomination forms for places on the Management Team are sent out one month before the AGM, with a covering letter from the Chair advising who is available for re-election, who is resigning, and any positions becoming vacant. Included with the nomination forms are brief position descriptions for the Chair, Treasurer, MT Secretary, Membership Officer and four other team members. MT nominations

require a proposer, seconder, and the signature of the person being nominated. Nominations are to be provided to the Chair by a date decided by the Chair.

(e) Annual Report

The *PACE INC* Annual Report is sent out approximately two weeks prior to the AGM. This allows the Treasurer time to include the audited accounts and proposed budget.

The Annual Report includes:

- Information on the current management team.
- PACE Vision and Mission Statement.
- AGM agenda.
- Minutes of the previous AGM.
- Chair's Report.
- Sponsorship thanks.
- Report on meeting attendance.
- Report from the Membership Officer.
- Any other reports of interest to members.
- Proposed budget for the coming year.
- Audited accounts.
- Information on previous management teams.

(f) Audited Accounts

A copy of the Audited Accounts is to be lodged with the Office of Incorporated Societies, care of Companies Office as soon as possible following the Annual General Meeting.

3.4 Christmas Function

3.4.1 A Christmas Function will be arranged each year on the last Tues in November or other suitable date. The Management Team, following discussion, will advise the membership of the programme for the Christmas Function and any additional cost.

3.5 Workshop

3.5.1 Regularity

A workshop is held biennially. Consideration should be given to whether finances are able to withstand this cost when arrangements are being put in place and whether a small charge is requested from members to secure places.

The 2010 survey showed that professional development was high on the list of priorities for members. Technology, networking and social events were also important topics.

3.5.2 Speakers



Speakers should be engaging and provide members with interesting topics/educational aspects. The workshop is about interaction and learning.

3.5.3 Finances

A preliminary budget must be prepared for the Treasurer at the AGM prior to the year in which the workshop is being held. This is to enable a projection to be made and the financial situation for the ensuing year gauged.

3.5.4 Organisation

The Management Team have the ability to co-op a member to assist with organising the workshop.

3.5.5 Workshop

The workshop is typically held on a Saturday. However, this largely depends on speakers and members commitments. A financial contribution from attendees may be requested however, this would be on a case by case basis.

3.5.6 Venue

A suitable venue to be negotiated by the Management Team.

3.6 Web Page

3.6.1 Name

www.pace.org.nz

3.6.2 Display

The Web page should provide information that is easy to navigate. It currently has the PACE introduction, membership details, monthly meetings and newsletter information.

SECTION 4

Current Projects

4.1 Recruitment Drive – ongoing

Overseen by the Chair of the Management Team. Although membership numbers have remained steady over the last five years the previous Membership Team had started actively networking and recruiting new members. After the 2010 survey results the current Team agreed to focus on implementing the results of the survey. The current members requested improvements in a number of areas, in particular, improving the quality of the events schedule, increasing professional development opportunities and enhancing the website. In the latter half of 2010 we adopted customer service guidelines for recruitment and in early 2011 the team can shift its focus back to recruiting.

4.2 Survey results – events schedule and workshop events/professional development

In March 2010 a membership wide survey was undertaken to establish how members saw the PACE Inc group. The results indicated that a shift in focus was important and the Management Team took on board requests for more professional development opportunities, high level speakers and events, whilst still maintaining variety. Feedback was also received for workshop events, membership processes and website content. The Management Team also chose to focus on customer service and retention of membership. In early 2011, and with an increase in team members, this work is largely in place.

4.3 Updating processes and guidelines

In the latter half of 2010, the Management Team started to update the Management Guidelines document this resulted in a number of areas needing revised practices and identified gaps elsewhere.

4.4 Website

The revamped website went live in 2009. It has since been updated to incorporate the meeting dates and events news and RSVP's and other content updates.

SECTION 5

Collaborations and Sponsorship

5.1 Collaborations

Collaborations or Sister Organisations

PACE INC through its MT may provide appropriate support and assistance to anyone who wishes to set up a sister organisation (ie. for PAs and EAs to CEOs) in another city. *PACE* through its MT will also endeavour to foster good relationships with sister organisations and seek to establish mutually helpful two-way liaison, eg. Representative attendance at other entity members meetings and AGMs.

5.2 Sponsorship

5.2.1 *PACE INC.* shall not be aligned to a single sponsor.

5.2.2 Sponsorship is allowed so long as it is beneficial to *PACE INC.* members as a whole and not the individual.

5.2.3 If the Management Team recommends that sponsorship be obtained for a special event, workshop or seminar, they may co-opt someone from the general membership to assist in obtaining such sponsorship.

5.2.4 Sponsorship could include but not be limited to:

- Accommodation (for meetings, workshops, seminars, events)
- Financial assistance to fund meetings, workshops, seminars, events etc.
- Goods, by way of food, technical products, etc that will benefit *PACE INC.* members as a whole.

APPENDIX 1

1 Membership

1.1 General Membership

Membership is as stated in Article 3 of the *PACE* Incorporated Bylaws headed 'Membership'.

The Management team reserves the right to accept/decline any application. so long as this power is not unreasonably applied.

1.2 Life Membership

Life membership may be conferred upon members of the association at such times and under such terms as the Management Team shall determine.

1.3 Duration of Membership, Resignation/Removal

Membership duration, resignation or removal is as stated in Article 3 of the *PACE* Incorporated Bylaws headed 'Membership'.

1.4 Members Leaving their Position of Employment

When a member resigns from an EA position with an organisation (Employer) –

- If fees are paid by an organisation then the person taking over this position is entitled to the *PACE INC.* membership. If the member is not replaced then they are entitled to remain as a member of *PACE INC.* until the end of that financial year. In effect the payment of the incumbent's membership makes this particular membership a 'corporate membership'.
- If a member has paid their fees personally (not being reimbursed by an employer) they are entitled to remain as a member until the end of the financial year.
- The person taking over the position of the member leaving, whether the membership is paid by the employer or personally, is also eligible to become a member of *PACE INC*

Details of any changes to position, titles, names etc must be given to the Membership Secretary as soon as possible.

2 Subscriptions

2.1 Establishment and Cancellation

Subscription fees shall be set by the Management Team and confirmed by a simple majority vote at an AGM or special meeting, or by mail ballot of those eligible to vote at an AGM or special meeting.

Other charges shall be established by the Management Team.

- 2.2 All regulations/bylaws relating to subscriptions are covered in the PACE INC. Bylaws.
- 2.3 Prior to cancellation of anyone's membership to *PACE INC.* the membership secretary will endeavour to ascertain from the member the reason why they have not paid their subscription, or why they are considering leaving. A report is to be provided to the Management Team at the next Management Team meeting.
- 2.4 Resignation of a Member
When a member resigns a duly designated member of the Management Team shall approach that member and ascertain why the member has decided to resign. Such approach shall be in such a way as to be constructive to both the member and *PACE INC.*

3 Membership Numbers

- 3.1 There is no restriction on the number of PACE members. However the Management Team have the authority to restrict numbers following a full discussion and approval of the membership at either an AGM or Special Meeting.

4 Invitations to Prospective Members

- 4.1 An invitation drive is to be carried out on an annual basis of companies within the Wellington district whose Chief Executive PAs and EAs do not/or have not belonged to *PACE INC.*

The Management Team may co-opt a member to assist with this task.