



## AV Officials Recruitment & Retention Strategy Working Group

### Terms of Reference (TOR) – DRAFT ONLY

October 2024

#### 1. Purpose

The AV Officials Recruitment & Retention Strategy Working Group is established to:

- a. Aid and inform the development of the AV Officials Recruitment & Retention Strategy, and
- b. Upon completion of the Strategy, support the AV Officials Manager in its execution.

#### 2. Responsibilities

A consultant/lead strategist will be appointed to lead the development of the AV Officials Recruitment & Retention Strategy. It is anticipated this appointment will be made by October 2024, with the Strategy to be developed over the ensuing four (4) months. During this period, the role of the Working Group will be to aid and inform the lead consultant with the information and insight they may require to develop an informed Strategy.

Upon completion of the Strategy, it is anticipated that there will be a number of initiatives/projects, and in turn responsibilities, identified within the completed Strategy – accordingly, while the specific responsibilities of the Working Group can not yet be identified, one might reasonably anticipate such responsibilities may include (but are not limited to):

- Develop a pathway for greater athlete-to-Official transition;
- Develop a regional-specific recruitment initiative(s);
- Explore alternative notions of recognition and reward initiatives that may further support recruitment and retention endeavours;
- Develop and enhance the education platform(s) to support the personal and professional development of Officials;
- Inform the design of the event-day experience for Officials;
- Assist in Officials rostering strategies;
- Assist in event briefing and debriefing;
- Assist in roll-out of a 'buddy' system (mentor/mentee) or equivalent;
- Establish a set of behavioural/cultural expectations for Officials to uphold;
- Monitor results and recommend adjustments as required.

The specific responsibilities of the Working Group will be defined upon completion of the Strategy, with these Terms of Reference and the respective Strategy to work in conjunction with one another.



### 3. Membership

The Working Group will consist of no less than five (5) members and no greater than seven (7) members, and will include:

- a. Athletics Victoria staff (no less than one (1) and up to two (2) positions, including the AV Officials Manager);
- b. Athletics Victoria Committee Director(s) (no less than one (1) and up to two (2) positions);
- c. Current Victorian Officials (no less than three (3) and up to five (5) positions).

A balanced membership of age, gender and geographic area will be considered.

Working Group appointments will be considered and determined by the AV Committee at its sole and absolute discretion no later than 31 March each year, except the first 18 months of the Working Group (October 2024 – March 2026), where appointments will be considered and determined as soon as reasonably practicable, and in any instance via whatever process the AV Committee deems reasonable.

Appointment to the Working Group in any given year does not guarantee appointment in any other year, and the AV Committee reserves the right to seek expressions of interest for involvement in the Working Group at any time and at its sole and absolute discretion.

Members have a duty to disclose actual, potential and perceived conflicts of interest.

### 4. Guests

Meetings are closed to the public. However, the Chairperson and/or members (by prior agreement with the Chairperson) may invite a guest(s) to attend and speak at the meeting to relevant matters.

### 5. Resignation

One week's written notice is required for resignation.

### 6. Meetings, Quorum and Voting

Working Group meetings will be chaired by a chairperson nominated and voted in by a majority of Working Group members at the first meeting of the Working Group.

The Working Group is expected to meet quarterly (four (4) meetings per year) for a maximum duration of one hour 30 minutes per meeting, or as otherwise agreed.

Meetings will be held online or as otherwise agreed.

A quorum for any meeting will be considered no less than four (4) members present.

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The agenda and meeting dates will be set by the Chairperson in conjunction with the relevant AV staff member, and the agenda distributed by the relevant AV staff member no less than three (3) working days prior to the scheduled meeting.

## 7. Recommendations to AV CEO

Recommendations arising from a meeting of the Working Group are to be determined by a majority of the voting members in attendance.

## 8. Reporting

The Working Group reports to the AV CEO.

The progress of the Working Group shall be reported to the AV Committee via the Working Group AV Committee representative(s). The progress report provided to the AV Committee by the Working Group AV Committee representative(s) is expected to be no more than one-two pages.

An AV staff member will maintain informal/brief minutes of each meeting of the Working Group, to accompany or indeed act as the progress report for the benefit of the AV Committee, with an emphasis on distinct recommendations made within the meeting for the consideration of the CEO.

Any recommendations requiring AV Committee approval from the Working Group will be referred to the AV Committee by the CEO.

## 9. Authority

The Working Group does not have the authority to commit AV, the AV CEO and/or the AV Committee to any action. The Working Group is limited in its scope to submitting recommendations to the CEO if required for consideration.

For the avoidance of doubt, the Working Group is not a decision-making body, but rather an advisory body, established to provide guidance and support to the AV Officials Manager in executing the AV Officials Recruitment & Retention Strategy, and to make relevant recommendations to the AV CEO where appropriate.

The Working Group's remit pertains only to the delivery of the relevant Strategy, with the Working Group's clearly defined responsibilities to be identified within these Terms of Reference. Any duties/responsibilities not identified within these Terms of Reference remain the sole remit of the respective AV staff member and/or their administrative department/team.