

DISCUSSION PAPER REGARDING THE STRUCTURE OF THE KARUAH RSL CLUB INC

Addressees: Board of Directors

For Information: General Manager

“Every successful organisation has to make the transition from a world defined primarily by repetition to one primarily defined by change”. Bill Drayton - Drayton was named by U.S. News & World Report as one of America's 25 Best Leaders in 2005.

“Those who lead by example and demonstrate passion for what they do make it easier for their followers to do the same”. Marshall Goldsmith - professor of management practice at [Dartmouth College](#)

“Noone is going to hand you an organisation chart. You have to hand it to yourself”. Robert Genn – Canadian Artist and business owner.

Background

1. The Board of the Karuah and District RSL Club Inc (the Club) is committed to a strategic Plan¹ that sees it moving toward a continuous improvement of achieving its vision over the next 10 years. It will achieve this by working towards 6 Sub Goals that will provide a pathway to that improvement. Two of the Sub Goals concern Structure and Club Staff.
2. The Club's mission recognises that it has to continue to evolve and this includes the Clubs structure. The recent employment of a new General Manager, increasingly complex administration and compliance requirements, increasing stock control complexity, staff diversity, evolving communication and IT systems now becoming available are all pointing to a requirement to re-examine the Clubs internal structure for possible improvements

Aim

3. The aim of this paper is to engender discussion amongst the Board of Directors and the senior Operational Managers within the Club regarding a new structure with an improved ability to meet new and emerging challenges to productivity, administration, stock control, staff utilization and general efficiency.

Principles

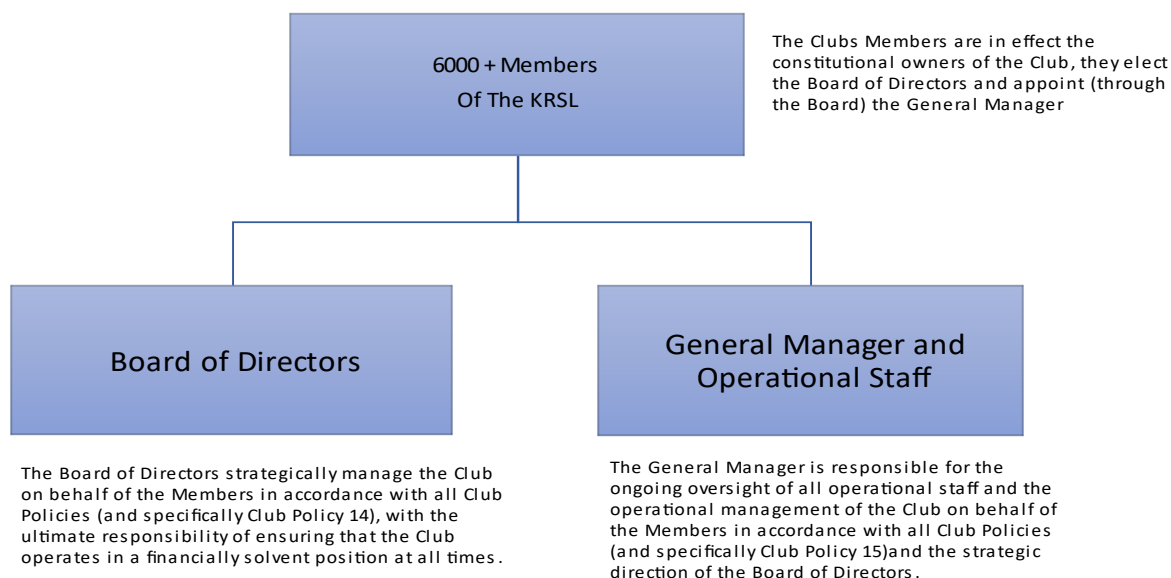
4. It is suggested that the principles used in shaping any structural planning be in compliance with the Strategic Plan's Sub Goals. Broadly speaking it is also suggested that the following principles be used:
 - a. Primarily, the management and actions of the Club must recognize that the interface with and prime position enjoyed by our members must remain paramount.
 - b. Any evolution of structure must allow clear delineation between strategic and operational management responsibilities providing a clear separation between the two and a clear line of responsibility for function.

¹ See annex A.

- c. Any changes to structure should, where possible, utilise the skills and potential of in-house staff to accept and step up to take on greater responsibility within the structure, where possible topping up any skill shortfalls by encouraging external training.
- d. Any structure adopted should have clear lines of responsibility. It should allocate a delegated decision arc to those appointed to each position.
- e. Given time and ability to do so, decision arcs should only be exceeded with the approval of a supervisor.
- f. Where time or ability to do so prevents an appointed line appointee from seeking approval to take an action required immediately, they are to take an action that is in line with policy/procedure or in the best interest of the Club. As soon as time or ability allows, they are to inform their immediate supervisor with full details and if required in writing.

Simplistic Representation

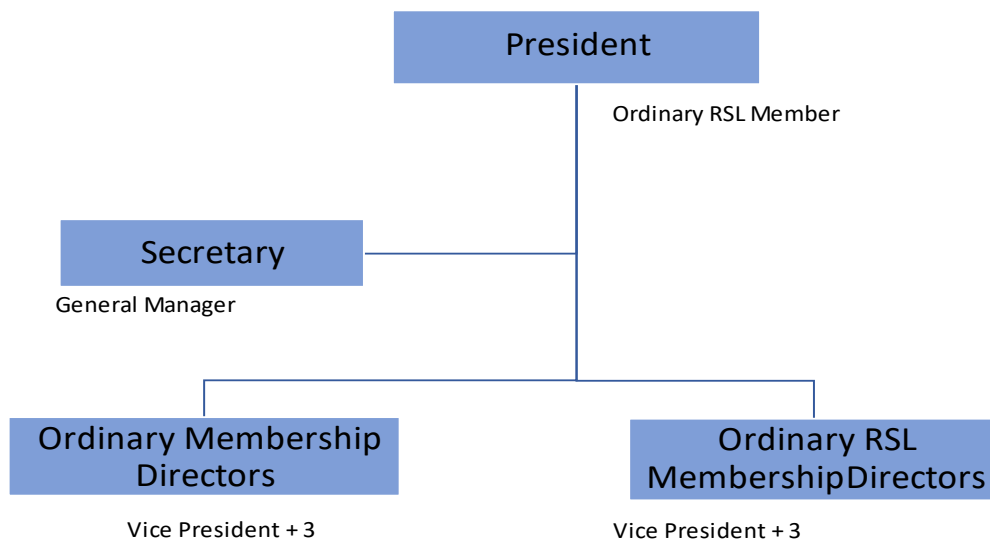
5. In its simplest form, the proposed structure is made up of 3 elements, the members, the Board of Directors and the General Manager and his/her operational staff. It must be remembered that both directors and members of staff are almost always members. Neither directors or staff can however be members of both groups. The simplistic structure is shown below.



Detailed Elements

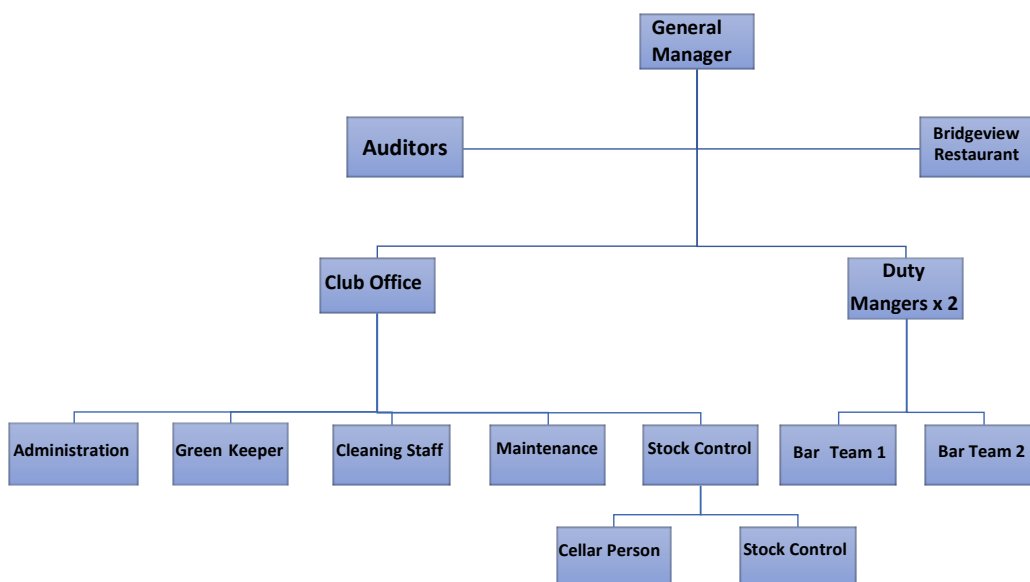
6. **Board of Directors.** The Board of Directors are elected 3 yearly on a rolling program which sees a third of directors elected/re-elected at each AGM. The Board consists of 2 halves, made up of 2 different classifications of Club membership, an “Ordinary Member” side and an “Ordinary Returned Services League (RSL) Member²” side. Both sides have 3 members and a Vice President. The Board also has a Board President (sometimes referred to as the President of the RSL Club) who constitutionally must be an Ordinary RSL Member. The Board is a “working Board” and as well as making strategic decisions regarding the operation of the Club and its compliance with its strategic management plan moving forward, accepts that it must do voluntary work within the Club to assist it to function. The structure of the Board of Directors is shown below:

² These 2 classifications of membership are defined in the Club’s constitution.



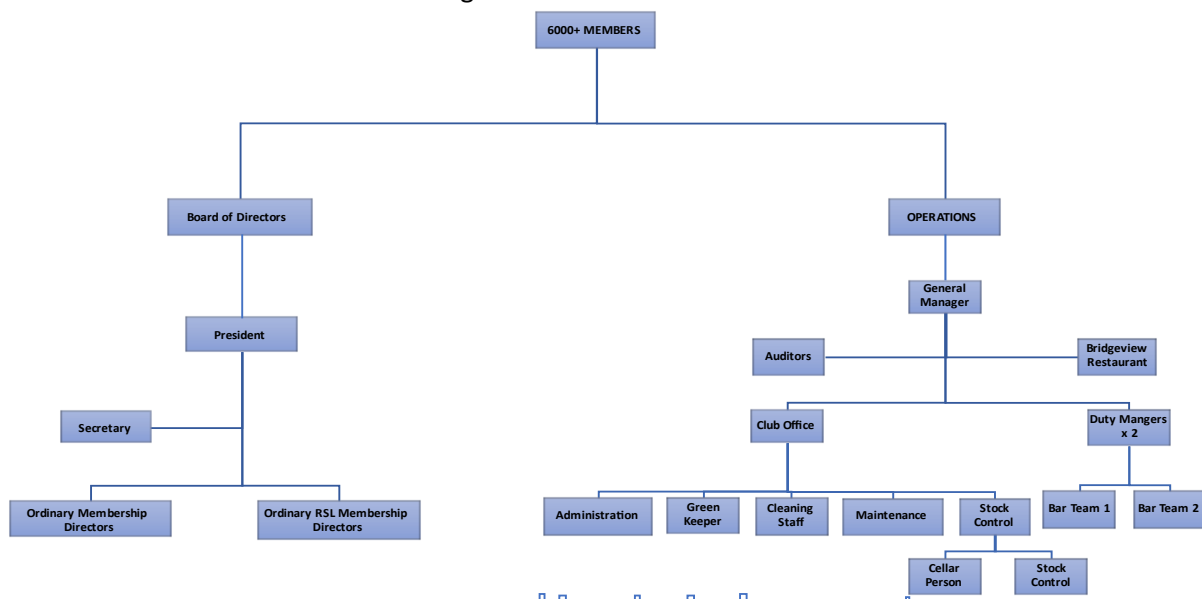
Note: In any vote on Board matters, only the VPs and the members of the Board may vote. In the event of a tied vote, the President may cast a deciding vote. The President of the Board Chairs all Board Meetings.

7. **Operational Staff.** The operational staff are those members employed or appointed under contract to work as staff of the Club. They are employed under Federal/State awards as appropriate and may be employed under the categories allowed by those awards. The senior operational staff member of the Club is the General Manager (GM). While the GM is not a Member of the Board of Directors, he/she may be appointed to act as the Secretary to the Board³, In that capacity he may be asked to report to and advise the Board at their meetings but is not entitled to vote. The structure of the Operational Staff of The Club is shown below:



³ There is a requirement for the Board to appoint a secretary under the ³[Corporations Act 2001 \(legislation.gov.au\)](http://legislation.gov.au)

8. **Whole of Club Structure.** A diagram of the whole of Club structure is shown below:



Advantages

9. This revised structure, although capable of some adjustments, has the following advantages:
- It does not markedly increase the present Club wages costs,
 - It addresses the developing areas of management complexity, including regulatory compliance, stock management and developing electronic/IT aids to administration.
 - The use of inhouse staff in supervisory positions provides a pathway in the industry for those seeking it.
 - It follows, allows and accepts the strategic intention to follow the sub goal pathways to the Club's longer-term vision. and
 - It opens opportunities to exercise other strategic plan sub goals to further develop internal communication, even better compliance, consultative facility development planning, and by recognizing that members belong at the top of our structure, encourage an increasing membership.

Conclusion

9. Understanding and improving the dynamic within the Club requires that a common sense and simple to understand structure is adopted. While relationships between individuals who work in the Club, regardless of the structure, remain strong and amicable, going forward, this will be enhanced by individuals having a clear understanding of the organisation and their niche within it. While the paradigm that sees the members at the top of the structure may seem strange to some, it underlines that for the Club to move forward, the support of the members is essential.

Annexes:

- A. Karuah and District RSL Inc Strategic Plan on a page.

**Annex A to
KARUAH RSL CLUB
Discussion Paper
STRUCTURE
Oct 2022**

CLUB STRATEGIC PLAN ON A PAGE

Karuah RSL Strategy on a Page

