

## AMOSSHE Executive responsibilities, values and roles

Here are descriptions of the AMOSSHE Executive Committee responsibilities, values and roles.



Responsibilities.....	1
Values.....	2
Executive roles .....	4
AMOSSHE Chair .....	4
Roles and tasks for all Vice Chairs .....	4
Vice Chair .....	5
Vice Chair (Operations).....	5
Vice Chair (Professional Development).....	5
Executive Member roles .....	6

### Responsibilities

All elected members of the Executive Committee are company directors of AMOSSHE The Student Services Organisation, and therefore by law have a duty to act in the way they consider, in good faith, would be most likely to achieve the company's purposes. This includes having regard to:

- The long-term consequences of decisions taken.
- The interests of any employees.
- Fostering good relationships with stakeholders including AMOSSHE members, other Executive members, employees, higher education providers, sector bodies, suppliers and other business partners.
- The effect of the company's actions on the community and the environment.
- The desirability of the company maintaining a reputation for a high standard of business conduct.
- The need to act fairly and in accordance with legal requirements.

To achieve this, all members of the Executive Committee have a duty to:

- Act within their powers.
- Exercise independent judgement.
- Exercise reasonable skill and diligence.
- Attend Executive meetings.
- Contribute appropriately to the work of AMOSSHE outside of Executive meetings.
- Avoid conflicts of interest.
- Accept no benefits from third parties.
- Declare any interest in any proposed transaction or arrangement.
- Declare information that may cause a conflict, or perceived conflict of interest, in their ability to act as a director of, or represent, AMOSSHE.
- As necessary, where a conflict or perceived conflict may exist, and in consultation with the Executive Director, be willing to stand down from AMOSSHE activity until such times as the conflict is resolved.
- Exemplify the values of AMOSSHE, and the seven principles of public life outlined below.

## Values

All elected members of the Executive Committee are expected to exemplify the values of AMOSSHE, and as representatives of our community, the following values and principles as well.

Principle	Practice
Integrity / honesty	<p>Integrity means that individuals must avoid putting themselves under any inappropriate influence from other individuals or organisations in their decision-making. They should not act or take decisions that might lead to any financial or material gain for themselves, their family or friends. They must declare and resolve any interests and relationships.</p> <p>Honesty means that individuals should be truthful and abide by the standards set by AMOSSHE through our organisational values.</p> <ul style="list-style-type: none"> <li>• 'No-blame' culture</li> <li>• Declare conflicts of interest</li> </ul>
Appropriate consultation / soundings before discussions begin	<p>It is critical that decisions are given proper consideration and consultation to ensure Executive Committee members are acting in the best interests of AMOSSHE and its members. This means providing adequate time for decision making, and opportunities for informal discussions and debate where appropriate, to ensure that collective or individual decisions are well founded, considered and delivered.</p> <ul style="list-style-type: none"> <li>• Opportunity for informal discussions outside formal meetings</li> <li>• Time for proper consideration</li> <li>• Delegated decision making where agreed / appropriate</li> </ul>
Constructive debate	<p>Constructive debate means the ability for individuals to express their opinions within a supportive, improvement-led environment to ensure that decisions are made in the best interests of AMOSSHE and its members.</p> <ul style="list-style-type: none"> <li>• Well-structured agendas</li> <li>• Respect for meeting conventions</li> </ul>
Objectivity in decision making	<p>Objectivity means that Executive Committee members must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. Objectivity is the principle that requires Executive Committee members to act with impartiality, and without discrimination, using the best available evidence to inform their decisions, such as awarding a contract or endorsing research proposals.</p> <ul style="list-style-type: none"> <li>• Allowing space for the expression of feelings / intuition</li> <li>• Able to justify our decisions</li> </ul>
Openness	<p>Executive Committee members should act and take decisions in an open and transparent manner. Information should not be withheld from the members unless there are clear and lawful reasons for doing so. Transparency allows the members to understand when and how decisions are made.</p> <ul style="list-style-type: none"> <li>• The concept of 'transparency'</li> <li>• Implies effective member communications</li> </ul>

Principle	Practice
Circle of confidentiality	<p>Executive Committee members are able to express opinions, and debate, discuss and refine elements of work for AMOSSHE within a safe space where these views can be explored before these elements become a formal part of AMOSSHE work. This includes, but is not limited to, discussions about research proposals and policy direction.</p> <ul style="list-style-type: none"> <li>• Particularly relevant when proposals are being made / discussed / refined</li> </ul>
Individual responsibility	<p>AMOSSHE Executive Committee members should:</p> <ul style="list-style-type: none"> <li>• Be appropriately prepared for meetings</li> <li>• Keep to agreed deadlines</li> <li>• Guard against over-committing</li> <li>• Support each other as ‘critical friends’</li> </ul>
Collective accountability for agreed decisions	<p>Accountability means that Executive Committee members are accountable to all AMOSSHE members for their decisions and actions, and must submit themselves to the scrutiny necessary to ensure this, such as through Annual General Meetings (AGMs) and Extraordinary General Meetings (EGMs).</p> <ul style="list-style-type: none"> <li>• Formal requirements of Companies Act and related documents</li> </ul>
Work-life balance	<p>Through the work of AMOSSHE we know the importance of a suitable work-life balance. AMOSSHE work is voluntary and can be performed out of hours or through an agreed working structure with your salaried role. Individuals need to be aware that the contribution levels may change over the course of the year and that it is important to manage your work and ensure you take care of yourself and of your own staff teams.</p> <ul style="list-style-type: none"> <li>• Work for AMOSSHE is voluntary / out of hours</li> <li>• Potential for contribution may vary over the year</li> <li>• Need to take care of our own staff teams</li> </ul>
Leading by example	<p>Demonstrating ethical leadership when things go well and when things go badly is what is expected from Executive Committee members. You are expected to lead by example and also to call out poor ethical behaviour wherever you find it.</p> <ul style="list-style-type: none"> <li>• A confident Executive</li> <li>• Taking advantage of the opportunity for mutual support</li> </ul>

Some sources: Nolan 7 principles for public life; Code of Conduct for Executive Board Members (De Montfort University, July 2010); Critchley & Casey’s work on team building.

## Executive roles

There are normally twelve elected members on the AMOSSHE Executive Committee. Four have Chair roles, and as such have specific duties, which are listed below. These are followed by a generic description of the responsibilities of the wider Executive Members. All named Executive Chair roles are expected to fulfil the role and expectations of all Executive Committee members, in addition to their Chair role.

### AMOSSHE Chair

Role:

- To lead AMOSSHE.
- To work collaboratively with the Vice Chairs and wider Executive Committee for the benefit of AMOSSHE.
- To take ultimate responsibility for decisions, where no consensus exists.
- To demonstrate accountability to the AMOSSHE membership.

Tasks:

- To attend and chair all Executive meetings and to chair the AMOSSHE AGM (Annual General Meeting).
- To take a lead role in AMOSSHE activity.
- To chair other appropriate committees / meetings.
- To delegate tasks within the Executive Committee to ensure that the work of AMOSSHE is carried out, particularly:
  - The annual National Conference.
  - CPD (continuing professional development) events and activity.
  - The website and social media.
  - Members' surveys.
  - Representational work.
- To act as the lead spokesperson for AMOSSHE and provide public comment, or refer to relevant members if expertise resides elsewhere.
- To be an initial point of contact for other national and professional sector bodies in the policy-making community, drawing in other members as appropriate.
- To represent / speak on behalf of AMOSSHE where immediate action is required.
- To work closely with the Executive Director at the National Office to coordinate AMOSSHE activity and strategy, in particular regarding policy and public affairs matters.
- To work closely with the Vice Chairs to ensure the efficient and proper running of the National Office and the wellbeing of its staff.

### Roles and tasks for all Vice Chairs

Role:

- To lead AMOSSHE.
- To work collaboratively with the Chair and wider Executive Committee for the benefit of AMOSSHE.
- To demonstrate accountability to the AMOSSHE membership.

Tasks:

- To deputise for and support the Chair as appropriate.
- To attend all Executive meetings and the AGM.

The Vice Chairs each take on specific responsibilities as set out in their role and tasks. These are nominally assigned to different Vice Chair roles, but may be distributed between the Vice Chairs as most appropriate to the appointed Executive at any one time.

## Vice Chair

### Tasks:

- To delegate tasks within the Executive Committee and, in discussion with the Vice Chair (Operations) and the National Office, to:
  - Oversee the website and social media communications.
  - Ensure that member resources and related projects are developed.
- To ensure the views of devolved administrations in the UK are heard and respected, and their interests duly represented.
- Oversee the strategic direction of AMOSSHE.
- To work with the Vice Chair (Operations) in the development of income streams for AMOSSHE.

## Vice Chair (Operations)

### Role:

- To oversee the running of the organisation, including the National Office, budgets and administration.
- To line-manage the National Office staff through the senior staff member (Executive Director).
- To oversee the development of policies and procedures for AMOSSHE.
- To oversee and guide the AMOSSHE Executive elections, and ensure a fair and clear result.

### Tasks:

- To line-manage the Executive Director.
- To ensure that all administration delegated to the National Office, including membership and event administration, is appropriately carried out.
- To oversee the development of appropriate policies to manage the processes and activity of AMOSSHE, which will be passed by the Executive Committee.
- To present new member applications to the Executive Committee and advise on their suitability.
- To work with the Vice Chair in the development of income streams for AMOSSHE.

## Vice Chair (Professional Development)

### Role:

- To develop and oversee a programme of activities that enhance the learning and development of AMOSSHE members, combining innovative new activity with core, high demand sessions.
- To ensure all development activities are financially sound and provide high quality learning opportunities.

### Tasks:

- To lead on the delivery of the CPD programme.
- To develop a strategy for the delivery and development of learning activities for AMOSSHE and ensure appropriate leads for all activities, including CPD events.
- To lead on AMOSSHE project activity.

## Executive Member roles

In addition to the four Chair roles there are eight Executive Member roles on the Committee. While these role holders do not have specific tasks, it is expected that Executive Members will contribute significantly to the work of the Executive by taking on projects and representation work.

### Role:

- To be an active member of the Executive, contributing to the overall direction, work and development of AMOSSHE.
- To contribute positively to the work of AMOSSHE by representing the views of the membership, both at Executive meetings and externally at sector meetings.
- To work collaboratively with other sector bodies to promote a positive student experience.

### Tasks:

- To attend all Executive meetings and AGM.
- To take on projects or tasks as appropriate, ensuring that there is a fair distribution of work amongst Executive members.
- To champion AMOSSHE and its work.
- To act as Student Services ambassadors.
- To contribute to the development and delivery of AMOSSHE strategy.
- To attend the AMOSSHE National Conference, promoting AMOSSHE and being a visible representative of the Executive Committee.
- To respond to consultations to which AMOSSHE is asked to contribute.
- To work with the National Office to deliver AMOSSHE's portfolio, and provide advice on sector issues to the office.
- To represent AMOSSHE at external sector meetings.
- To act as a conduit for Executive and national / regional information, and to attend local national / regional meetings and feed back to the National Office and/or Executive Committee as appropriate.
- To support the work of the Chair and Vice Chairs.
- To be alert to opportunities for AMOSSHE.

In addition, each member of the Executive Committee will act as a lead for one or more areas of AMOSSHE's work, as appropriate. The responsibilities allocated might be because of the Executive Member's specialist knowledge, skills, or preferences. They might include:

- Leading on a CPD event (National Office to deliver programme management and administration).
- Leading on the annual National Conference or Winter Conference (National Office to deliver programme management and administration).
- Leading on one of AMOSSHE's strategic workstreams (National Office to deliver administration).
- Leading on international exchange agreements (National Office to deliver programme management and administration).
- Leading on AMOSSHE project activity (National Office to deliver programme management and administration).
- Stakeholder management.
- Acting as spokesperson for particular Student Services remits.
- Representing AMOSSHE on national boards or policy committees.
- Advising on promotional materials and member resources.
- Developing programmes of work based on AMOSSHE's strategic priorities.