

Member Advancement and Professional Development Committee (MAPD)

Disclaimer

This document is an extract of the official AIOH Terms of Reference and is provided for ease of reference. It summarises key responsibilities and functions of the Member Advancement and Professional Development Committee (MAPD). For the full Terms of Reference and any updates, please refer to the official AIOH governance documents

Member Advancement and Professional Development Committee (MAPD)

- Membership Development Sub Committee (MD)
- Mentoring Committee (Mentoring)
 - (includes Emerging Hygienist Working Group)
- Professional Development Committee (PD)
 - (includes State Liaisons Officers)
- Member Recognition & Awards Committee (MRA)

Membership Advancement and Development Committee Structure and Coordination (MADC)

Purpose

The MADC ensures the growth, development, and recognition of AIOH members by overseeing membership applications, professional development, mentoring, and awards initiatives. The Committee provides strategic oversight to align activities across its sub-committee, supporting members at all stages of their career and fostering engagement, capability, and professional excellence.

Committee Structure and Sub- committee

The MADC comprises four sub- committee, each with a specialised focus but operating in alignment to ensure a holistic membership experience:

Membership Development Sub Committee (MD)

Purpose: Assess applications for Professional and Provisional Membership, maintain integrity and fairness, and provide recommendations to Council.

Roles & Interaction:

- Review membership applications, identify education or experience gaps, and highlight trends or discrepancies.
- Refer applicants to the Mentoring Sub Committee when additional guidance or developmental support is required.
- Share insights on member trends with other sub- committee to inform awards, PD offerings, and mentoring initiatives.

Mentoring Committee (Mentoring)

Purpose: Support members' professional development, foster career growth, and provide mentoring opportunities across all membership levels.

Roles & Interaction:

- Allocate mentors to members referred by MD or self-enrolled members.
- Liaise with PD to integrate mentoring with professional development programs.
- Share insights with MD and PD on members' learning needs, emerging skills gaps, and engagement trends.
- Oversee the Emerging Hygienists Group (EHG) as a peer-led platform for early-career members.

Professional Development Sub Committee (PD)

Purpose: Deliver training, webinars, masterclasses, and professional development opportunities for members at all career stages.

Roles & Interaction:

- Align PD offerings with membership assessment insights from MD to address gaps and support continuous development.
- Collaborate with Mentoring to ensure PD programs complement mentoring and self-paced learning opportunities.
- Guide State Liaison Officers on ideas to support newer members and promote engagement.
- Ensure programs support both established members (CPD requirements) and entry-level members (skill building and career pathways).

Member Recognition & Awards Sub Committee (MRA)

Purpose: Manage professional development and achievement awards, celebrating member contributions and promoting professional excellence.

Roles & Interaction:

- Develop and maintain award criteria, judging rubrics, and processes.
- Collaborate with MD, Mentoring, and PD to identify initiatives for new awards or emerging professional trends.
- Ensure awards align with membership trends, learning opportunities, and professional recognition pathways.
- Support award logistics, communications, and reporting to Council.

How the Sub- committee Coordinate

Siloed Operations, Shared Awareness

- Each Sub Committee conducts its core work independently.
- Regular summary reporting ensures trends, gaps, and opportunities are visible across the committee.

Principles: Committee Chair Oversight

- The MADC Chair provides strategic oversight across all sub- committee.
- Ensures alignment of membership, mentoring, PD, and recognition activities with AIOH objectives.
- Maintains visibility of trends, gaps, and opportunities across sub- committee.
- Facilitates cross-Sub Committee communication and referrals while respecting the autonomy of each Sub Committee.
- Oversees coordination with the independent Certification Board where member development intersects with COH pathways.

Sub Committee Chair/ Lead Role

- Oversees coordination across sub- committee.

- Facilitates sharing of high-level trends (e.g., application discrepancies, mentoring needs, PD participation, award opportunities).
- Ensures strategic alignment while maintaining Sub Committee autonomy.

Communication Channels

- Monthly or quarterly MADC meetings to discuss trends, referrals, and cross-Sub Committee initiatives.
- Shared dashboards or documents (Teams/SharePoint) to track membership trends, mentoring allocations, and award activity.

Feedback Loops

- MD → Mentoring: identify applicants needing support.
- Mentoring → MD/PD: feedback on skills gaps or development needs.
- All sub- committee → MRA: inform award development and recognition opportunities.

Information Flow and Decision Making

- MD identifies trends, gaps, and educational needs through application reviews, sharing this with Mentoring and PD to guide mentoring allocations and PD initiatives.
- Mentoring provides tailored support to members identified by MD or self-enrolled, while PDC delivers learning opportunities linked to both mentoring and membership development.
- MRC uses insights from MD, Mentoring, and PD to inform award categories, highlight achievements, and celebrate member contributions.
- Awards are siloed in terms of application confidentiality, but general trends and professional development insights are shared where relevant.

Strategic Alignment with Certification Board

- The MADC maintains alignment with the independent Certification Board on pathways to COH, professional development, and assessment readiness.
- Insights from MD, Mentoring, and PD help identify candidates and guide professional development initiatives that support COH certification.

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- Coordination ensures AIOH members' growth, education, and recognition pathways complement COH certification standards.

Membership Development Sub Committee (MDC)

Purpose

The purpose of the Membership Development Sub Committee (MD) is to ensure that applications for AIOH Professional Membership levels of the AIOH are assessed fairly, consistently, and in accordance with the criteria and procedures set out in the membership manual. The committee upholds the professional standards of the AIOH by evaluating candidates' qualifications, experience, and suitability for membership.

Scope

The MD's scope includes:

- Assessing applications for Professional level Membership.
- Recommending membership upgrades.
- Supporting the administration of the membership process (in partnership with AIOH staff and Council).
- Advising on Fellow nominations when requested.
- Providing reporting and transparency to the AIOH Council and AGM.
- Maintaining confidentiality and integrity of the application process.

Note: Applications for Associate, Student, and Retired membership are not reviewed by the Committee but are managed administratively and ratified by Council.

Roles and responsibilities

The role of the Membership Development Sub Committee is to:

- Evaluate applications for admission as a Full Member and Provisional Member of the AIOH in accordance with the procedures and criteria outlined in the membership manual.
- Provide recommendations to the Lead on applications for membership and membership upgrade.

Activities/Resources

Key activities undertaken by the Membership Development Sub Committee include:

- Ensures reviews are conducted in accordance with the Membership Manual.

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- Makes final recommendations to Council regarding applications.
 - Resolves differing opinions among reviewers and interviewers.
 - Prepares reports for Council meetings and the AGM.
 - Recommends new Committee members and Interview Sub Committee members to Council.
 - Reviews and evaluates application materials against membership criteria.
 - Provides independent, written assessments of suitability.
 - Makes recommendations for membership outcomes.
 - Monitor and address discrepancies in membership applications.
 - Review the Membership Guidelines every three years to ensure accuracy and alignment with current standards.
 - Track and analyse trends in membership applications and outcomes to support strategic improvements and planning.

Membership and Composition of Committees

Membership of the Committee shall be drawn from Full or Fellow members of the Institute in good standing with established experience in Institute matters.

Interview for Full – Working Group

The Membership Interview working group is a dedicated working group that supports the MD Sub Committee by conducting interviews for applicants seeking Full membership with the AIOH. These interviews are designed to confirm the applicant's technical competence and professional experience when the written application doesn't fully demonstrate this or when further clarification is required.

The Working Group is made up of experienced Full or Fellow members, ideally holding a COH, who volunteer their time to help uphold AIOH's membership standards. Interviews are held virtually, usually once a month, based on referrals from the MD Sub Committee.

The Sub Committee also plays a role in continuously improving the process, with the ability to make recommendations to the Lead for any updates, adjustments, or improvements to the interview approach or assessment tools.

Working Group Responsibilities

Conduct interviews for Full Membership applicants referred by the MD Sub Committee.

Assess technical competency, including the applicant's ability to:

- Conduct risk assessments aligned with occupational hygiene practice.
- Evaluate workplace hazards (processes, equipment, materials, emissions, etc.).
- Interpret data, apply professional judgement, and assess health risks.
- Understand and apply WHS legislation and relevant standards.
- For specialist applicants, ensure interviewers with matching expertise are assigned to the Sub Committee.
- Complete the Interview Assessment Form, including hazard ratings and competency evaluation.
- Submit interview outcomes to the Membership Administrator and MD Lead promptly.
- Document results in Monday.com to track application progress.
- Make a recommendation to Council on whether the applicant meets Full Membership requirements.

Provide feedback and suggestions to the MD Lead on improvements to the interview process, tools, or assessment criteria, based on experience and outcomes.

Confidentiality

All applications are to be treated with strict confidence. The contents of applications will not be disclosed to anyone other than the relevant office staff, Chair, Sub Committee reviewers and interviewers, and the current members of Council.

All documentation relating to applications will be kept in a secure location on the AIOH server. One hard copy of all the relevant application documentation will be kept in the applicant's membership file.

Any copies of documentation printed by the Sub Committee or interviewers for use during the application assessment, will be destroyed at the completion of the process.

Mentoring Sub Committee (MC)

Purpose

The primary role of mentoring is to develop the professional capabilities of AIOH members, engage and empower them, nurture personal growth, and provide avenues for members at all levels to be actively involved in the Institute.

Scope

- The mentoring program supports two key objectives of the AIOH:
- To promote the profession of occupational hygiene.
- To improve the practice of occupational hygiene and the knowledge, competence, and standing of its practitioners.

Roles And Responsibilities

The primary role of mentoring is to develop the professional capabilities of AIOH members. There are also benefits in engaging and empowering our members and nurturing members' personal growth and providing avenues for members at all levels to be actively involved in the Institute.

The mentoring program is aligned with two of the key objectives of the Institute:

- To promote the profession of occupational (or industrial) hygiene.
- To improve the practice of occupational hygiene and the knowledge, competence and standing of its practitioners.
- The mentoring program helps develop professional skills and therefore focuses on the following areas:
- Technical skills/ hazard identification and risk management over a wide range of occupational hygiene areas.
- Professional knowledge.
- Professional judgment.
- Problem appreciation/solving/critical thinking/ability to analyse information.
- Communication of health risks.
- Ethics of a professional hygienist.

Although not a key part of the program, it is expected management and supervisory skills will be developed.

The key principles of the AIOH mentoring program are:

- Mentee focus - the mentee's identified needs and goals will shape the direction and drive the mentoring relationship.
- Shared learning - both the mentor and the mentee need to be open to learning from each other in a collaborative, professional and respectful manner.
- Confidentiality – both parties in the relationship need to agree that their conversations, shared documents and communications remain confidential, in particular with regard to aspects relating to commercial activities which may be of a sensitive nature and/or provide commercial or financial advantage to the mentee, mentor, agency, academic institution or employer.
- Commitment and Accessibility – both parties in the mentoring relationship must accept that there is a significant commitment in time and effort required to ensure the success of the program. Effective communication will underpin this commitment.

A mentor is an experienced person providing guidance and support to the mentee to achieve goals in an area in which the mentor has competence, which can involve sharing expertise and experience; working through problems to arrive at solutions; acting as a sounding board; exchanging feedback; and providing networking opportunities.

Mentors and Mentees must remain mindful that each is working in the business, academic or regulatory world and as such must refrain from seeking information and knowledge that is likely to, or could be perceived to, give rise to commercial conflict of interest between the parties and their employers. party nor the AIOH can be held responsible for consequent actions taken by the other party. In using this resource, the mentee and mentor release each other and the AIOH from any consequent liability.

Activities

- Develop professional skills through technical and professional knowledge, judgment, and communication.
- Enhance problem-solving, critical thinking, and risk management abilities.
- Focus on the ethics of occupational hygienists.
- Support management and supervisory skill development.

Resources

Mentoring Program Guidelines.

- AIOH website for mentee applications.
- AIOH mentoring information program/induction.
- Mentoring Committee and Mentoring Program Administrator via the AIOH office

Working Group – Emerging Young Hygienist (EHG)

The Emerging Hygienists Group (EHG) is a community-driven group designed to support and connect AIOH's newest members including Students, Associates, and Provisionals. The group provides a space for early-career hygienists to engage with each other, build networks, and access additional resources to support their development in the profession.

The EHG operates under the guidance of the Mentoring Sub Committee, collaborating to help shape mentoring opportunities, support career development, and provide guidance. While linked to the Mentoring Sub Committee, the EHG is independently run by its members, creating peer-led opportunities for connection, learning, and support.

Membership of the group is a mix of Student, Associate, and Provisional members, with encouragement for at least one Full Member to be part of the group to provide guidance and professional insight.

The group maintains an active presence through online channels, including the EHG LinkedIn page and AIOH's online platforms.

Roles of the Emerging Hygienist Group will comprise of:

- Provide a supportive space for Students, Associates, and Provisional members to connect, collaborate, and grow within the profession.
- Host online engagement through LinkedIn and AIOH's platforms, sharing relevant resources, updates, and discussion topics.
- Promote awareness of professional development opportunities, including AIOH mentoring programs, workshops, webinars, and networking events.
- Assist the Mentoring Committee by offering insights from early-career members to help shape and improve the mentoring program.
- Facilitate peer-to-peer learning, informal mentoring, and knowledge-sharing among group members.
- Encourage participation in AIOH activities and support pathways towards Full Membership.
- Act as a voice for emerging hygienists within the AIOH community, raising suggestions or feedback to the Mentoring Committee where relevant.
- Maintain a structure that supports regular activity and engagement, while remaining flexible, inclusive, and member-driven.

Professional Development Sub Committee (PD)

Purpose

To support the AIOH Executive and Council in the development, organisation, and delivery of high-quality training and professional development opportunities that meet the needs of AIOH members and the broader occupational hygiene community. The Committee ensures that educational programs, webinars, courses, and accreditation activities align with the Institute's objectives for professional excellence and capability building.

Scope

Develops and manage professional development offerings for occupational hygienists at all stages of their careers.

Supports membership grading processes through academic review input.

Oversees the AIOH University Course Accreditation Program (until transferred to a new board).*

Maintains collaborative links with other AIOH committees such as Membership Development, Communications and Marketing, and the Certification Board.

Ensures all training-related documentation is properly recorded and accessible via AIOH's controlled document register (MS Teams).

Roles And Responsibilities

The Professional Development Sub Committee (PD) is responsible for:

- Assisting the AIOH Executive and Council in meeting their responsibilities for development, organisation, and delivery of a range of activities in relation to the provision of quality training and professional development opportunities for Institute members and others.
- Assisting the AIOH Executive and Council in meeting the needs of its members and the broader community of occupational hygiene professionals for training and continuing professional development.

Activities

- Deliver annual technical and management webinar and master class programs.
- Identify emerging and relevant topics and secure high-quality presenters.
- Ensure professional development activities avoid clashes with other AIOH events.

- Prepare the Basic Principles Course (BPC) program and materials annually with Facilitator Leads.
- Maintain and update the list of approved BPC presenters.
- Support ongoing evaluation and enhancement of course materials and delivery methods.
- Propose new education and training initiatives that support career pathways in occupational hygiene and respond to emerging industry needs.
- Supports the Membership Development Sub Committee in assessing the suitability of the academic record of applicants for membership grading where applicable.
- Seek support, advice, or feedback from other AIOH Sub Committees/Boards such as Communications and Marketing or the Certification Board on specific matters.

Resources

AIOH MS Teams document register for secure and accessible record-keeping.

- Budgeting & Logistics Support from the Treasurer and AIOH Events team
- Course Content such as student manuals, lecture slides, practical exercises, and accreditation documentation.
- Templates & Procedures including the AIOH07 Accreditation Procedure*.
- Inter-Committee Input via collaboration with Membership Development, Certification Board, and Communications Committees/Sub Committees.
- AIOH Office support – AIOH admin staff for assistance on all matters Events Department for Events, All other via Admin.

Subgroup State Liaison Officers & State Chapter Meetings

The Professional Development Sub Committee (PD) plays a key role in supporting the AIOH's delivery of quality professional development opportunities for members across all states and territories. A core function of the PD Sub Committee is to work closely with the State Liaison Officers (SLOs), helping to source presenters, topics, and content for state-based professional development events.

The PD Sub Committee helps maintain consistency, quality, and alignment with AIOH's strategic direction for all local PD offerings. While SLOs are responsible for delivering local events, the PD provides guidance, suggestions, and access to a broader network of potential presenters and topics.

The PD operates in a collaborative manner, providing resources and support without overseeing or managing the delivery of individual state events.

Responsibilities of the PD Sub Committee

- Support SLOs by helping source presenters, speakers, and content for local Chapter/Sundowner Meetings/Events.
- Maintain and share a database or network of suitable presenters, specialists, and relevant topics.
- Assist SLOs with ideas for engaging formats, including webinars, workshops, technical sessions, and Sub Committee discussions.

Responsibilities of the SLO (State Liaison Officer)

- Act as the local contact point for members within their state or territory.
- Hold at a minimum 4 Chapter/Sundowners per year, inline as many with the Basic Principles course (in the evening)
- Represent AIOH and its members at the local level, ensuring communication between Council and members is clear and timely.
- Organise and deliver local networking and professional development activities for members.
- Liaise with the PD to source presenters and relevant content for PD events.
- Prepare event budgets and seek approval from the SLO Council Contact via AIOH Administration before incurring costs.
- Ensure events align with AIOH policies, including conflicts of interest, equity, and value for members.

ACCREDITATION – TO BE MOVED TO A NEW BOARD

Develop, implement, and maintain the AIOH University Course Accreditation Program. This shall include active liaison with institutions seeking accreditation (or re-accreditation) of courses; conduct of accreditation audits; and management of the annual reporting cycle.

Accreditation or re-accreditation shall follow the latest version of AIOH07 Procedure for Accreditation of University Courses.

Member Recognition & Awards Committee (MRA)

Purpose

To support the recognition and professional development of AIOH members by managing the awards process for professional training, technical excellence, and innovation. The Sub Committee plays a key role in celebrating member achievements and promoting professional growth through sponsored awards, while supporting the AIOH's values and strategic goals.

Scope

- Manage the lifecycle of professional development awards administered by the AIOH.
- Provide support, guidance, and assessment for award applicants.
- Support the AIOH Council in ensuring all sponsorship and recognition activities align with the Institute's strategic objectives.
- Assist Council with advice (when requested) relating to Council Awards but do not participate in selection of Council Awards.
- Ensure fair, transparent, and structured processes for award selection.
- Support the coordination and delivery of award ceremonies at the AIOH Annual Conference.

Roles and responsibilities

The Member Recognition & Awards Sub Committees' role is to support the occupational hygiene profession and its members and specifically the professional development of AIOH Members by facilitating awards for professional development and professional training in technical and business skills, such as that offered at the AIOH Conference and Seminar Series and elsewhere.

It is not the responsibility of the Sub Committee to be involved in the nomination or selection of any AIOH Council Awards as these are part of Council duties and require an appreciation for the many ways in which members contribute to the profession. From time- to-time AIOH Council may seek advice and or request assistance from the Member Recognition & Awards Sub Committee in regard AIOH Council Awards.

- Set the awards criteria and judging rubric.

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- Provide guidance to prospective award applicants on the award process and provide feedback on application prior to submission.
 - Judge the professional awards and make recommendations to the AIOH Council of the proposed winners for Council endorsement
 - Prepare and send letters advising award winners and unsuccessful applicants.
 - Advise the AIOH allocated staff member of the professional development award winners following Council endorsement.
 - Prepare a summary of the award winner required to read out as part of announcing the award winner at the conference and provide to the Sponsor providing the award.
 - Liaise with the award winners including itinerary approval, associated processes during their award travel and tracking fulfilment of award duties, such as presenting at the AIOH annual Conference or writing an article in The Filter.

Activities /Resources

- Develop and maintain award criteria, eligibility, and judging rubrics.
- Coordinate with the Communications & Marketing Committee / Sub Committees to promote awards
- Guide applicants and provide constructive feedback pre-submission.
- Review and score applications using approved rubrics.
- Recommend winners to the AIOH council for final endorsement.
- Notify award winners and unsuccessful applicants with formal communications.
- Communicate recipient details and presentation requirements to sponsors.
- Oversee awardee travel arrangements, itinerary approval, and post-travel reporting.
- Track fulfilment of awardee commitments (e.g., presentations, articles).
- Provide reports to AIOH Council, including routine updates and annual reflections.
- Collaborate with the Conference Committee regarding sponsor involvement and award logistics.
- Respond to Council requests and assist in developing new awards as needed.
- Awards Operational Manual: Procedures, templates, timelines, and sponsor expectations.

AIOH Office Support:

- Promotion of awards across AIOH communication channels.
- Compilation and distribution of applications and scoring materials.
- Communication with applicants and sponsors.

- Administrative support for award logistics and documentation.

Council:

- Endorsement of recommended winners.
- Leadership in sponsor engagement and contract signing.
- Oversight of Council Awards and sponsor obligations.

Sponsorship Agreements: Council-managed documents detailing obligations and entitlements for award sponsors.

Annual Timeline: Predefined activities from award promotion to post-conference follow-up, ensuring timely execution and accountability.

MS Teams or Shared Folders: Document control and storage for award rubrics, scoring, correspondence, and itineraries.

Role, Expectations and Objectives

AIOH Committees and groups play a central role in the functioning of the Institute. They are the holders of AIOH's corporate knowledge and are often consulted in Council's decision-making processes.

The objectives of the AIOH Committees and groups are to:

- Support the Executive and Council to achieve their objectives as outlined in the Strategic Plan and annual Action Plan
- Deliver on the responsibilities set out in their Terms of Reference (ToR)
- Collaborate across Committees and Sub-committee to ensure alignment with the Strategic Plan

This document provides the Terms of Reference for all Committees and groups of the AIOH. While their role is to assist the Executive and Council to meet responsibilities for key projects and requirements, each Committee and groups also has its own specific objectives and deliverables.

Conflict of Interest (COI)

The AIOH is committed to high standards of ethical conduct and accordingly places great importance on making clear any existing, potential, or perceived conflict of interest. All known, potential or perceived conflicts of interest must be managed in accordance with

the AIOH [Conflict of Interest Policy](#). The Principle Committee is responsible for bringing this policy to the attention of Sub Committee members and ensuring compliance with that Policy.

Confidentiality and Release of Material

Committee and Sub Committee members must be aware that in the course of their work, they may be privy to confidential financial, legal, personal or commercially sensitive information relating to the operation of the AIOH, of members, applicants for accreditation, partners, stakeholders and/or sponsors.

committee and Sub Committee members are expected to maintain confidentiality of the agenda, agenda materials, discussions, work product and work plans of the committee, unless it is expressly agreed by the Chair/Sub Committee Lead that certain information can be made public.

committee and Sub Committee members must respect the privacy and confidentiality of all information received about the Committee and/or Sub Committee's work and must not divulge such information to parties external to the Executive or Council unless authorised to do so. External parties include the news media, social media, existing or potential AIOH sponsors, environmental and occupational health advocates or activists, government departments, commercial organisations, education institutions, or other agencies. The release of information is the responsibility of Council.

Membership and Composition of Committee

The Chair of an AIOH Committee is appointed by the AIOH Council and is responsible for leading the Committee, ensuring alignment with the AIOH Strategic Plan, and liaising with the AIOH Executive and Council. Council shall not knowingly select a Chair who has a conflict of interest. The Chair role may be shared in a job-share arrangement.

Each Committee is made up of the Chair and Leads of its Sub- committee. Committees may also include ex officio member representatives from other AIOH Committees or external advisors who provide specialised guidance. Chairs and Sub Committee Leads serve a term of two (2) years, with the possibility of renewal for up to three (3) additional terms.

Membership and Composition of Sub-committee

The Lead of a Sub Committee is appointed by the Chair of the Committee and is responsible for leading the Sub Committee, ensuring alignment with the objectives of its Committee, and liaising with the Committee's Chair. Sub Committee Leads are responsible for selecting members of their Sub Committee, with all appointments subject to Council endorsement. Council shall not knowingly appoint a Sub Committee Chair who has a conflict of interest. The Chair role may be shared in a job-share arrangement. Membership of each Sub Committee is flexible but will normally comprise up to 12 members. Members of Sub- committee may be drawn from any category of the AIOH membership, provided they are financial members in good standing. Specific eligibility requirements for some Sub- committee may apply and will be outlined in their Terms of Reference (ToR). For example:

Members of the Member Recognition Sub Committee must be previous award recipients and not current sponsors of awards

Members of the Membership Development Sub Committee must be Full or Fellow members of the Institute

Where there are more applicants than positions, the Sub Committee Lead may:

- Seek approval from Council to engage additional applicants for specific projects, or
- Place excess applicants on a waiting list to fill any interim vacancy that may arise before the end of the duty cycle.

Sub Committee members are selected to ensure a complementary mixture of professional knowledge, industry experience, skills, and abilities. Sub Committee membership may also include ex officio representatives from other AIOH Committees or external advisors for specialised guidance.

Sub Committee members serve a term of two (2) years, with the possibility of renewal for up to three (3) additional terms.

Sub- committee may also establish short-term project groups, with the approval of the Sub Committee Chair and Chair, to address specific projects or focus areas. These groups are subject to Council endorsement unless they require specific approval at Council level.

Any changes relating to the structure, responsibilities, or membership of a Sub Committee will be documented in its framework, clearly identifying the requirements, expectations, and governance around those changes.

Inductions

The AIOH Membership Manager is responsible for coordinating the induction and onboarding of each new Chair and Sub Lead in liaison with the outgoing Chair/Lead and the AIOH Executive.

Committee and Sub Committee Leads are responsible for conducting the induction and onboarding of their respective Committee or Sub Committee members, with support from the AIOH Membership Manager. This ensures all members understand their roles, responsibilities, and the governance framework of the AIOH.

Documentation

All documentation and records arising from activities conducted by Committees and Sub-committee shall be regularly submitted to Microsoft Teams, as hosted by the AIOH, to ensure they are accessible, up-to-date, and readily retrievable.

All Committee Chairs /Sub Committee Leads will be provided with an AIOH email account. This email is to be the primary channel for all official communications. All documentation must be visible through and have direct access to the relevant Teams channels.

It is the responsibility of the Chair and Sub Committee Leads to ensure that a suitably experienced person is available to record the minutes of meetings. Documentation and records to be maintained include:

- Meeting agendas and minutes
- Procedures
- Reports to Council, including Annual Reports
- Records of completed projects or other activities/tasks

The Chair is also responsible for ensuring that Committee Chairs meetings follow a consistent structure and that all Sub Committee Leads meet together at least four (4) times per year.

Committee Chair Operation

Chairs are responsible for the following:

Liaising with Council on all matters requiring direction or approval, including providing regular updates at Council meetings.

Ensuring requests from the President, Executive, and Council are addressed in a timely and orderly manner.

Identifying and communicating to Council the resources, procedures, and opportunities required by Committees and Sub- committee to perform their duties effectively.

Organising meetings of the Committee and Sub Committee Leads at least four (4) times per financial year, at dates and times that ensure the work of the Committees and Sub-committee can be completed efficiently.

Conducting an annual evaluation of the Committees and Sub- committee, with support from Sub Committee Leads, to assess effectiveness and alignment with AIOH objectives.

Sub Committee and Committee Operations

Sub-committee have considerable autonomy in how they plan and make decisions, while remaining under the oversight of their Committee Chair. Each Sub Committee is led by a Sub Committee Leads, who is responsible for guiding strategic planning and operational activities.

Responsibilities of Committee Chairs

Committee Chairs are responsible for the following activities:

Developing and distributing a meeting agenda in advance of each meeting to enable adequate preparation. Agendas should include a review of progress toward current and proposed work objectives, along with the status of action items.

Ensuring that Committee meetings are properly recorded in minutes, including a summary of discussions and actions arising.

Ensuring all Committee members declare any conflicts of interest (as defined in the AIOH Conflict of Interest Policy) at the start of each meeting, or at the beginning of agenda items where applicable. The Chair will determine whether a declaration requires a member to be restricted or excluded and will record this in the minutes and relevant documents.

Reviewing member participation annually and confirming eligibility for CM points for active service, in accordance with the Requirements for Certification Policy and Procedures.

Reviewing the tenure of Committee members every two years, and determining appropriate lengths of service.

Nominating a delegate if needed to manage workload or accommodate personal circumstances.

Establishing working parties to undertake specific projects or activities.

Maintaining connections with Sub- committee, including ensuring that Sub Committee Leads or representatives attend relevant Committee meetings.

Responsibilities of Sub Committee Members

Completing an induction and familiarising themselves with this document.

Actively contributing to discussions and work within their Sub Committee.

Preparing for and attending scheduled meetings for the entire duration unless pre-agreed with the Sub Committee Lead. Members who miss multiple meetings may be replaced at the Chair/Lead's discretion.

Making relevant and focused contributions during discussions to facilitate efficiency.

Demonstrating flexibility in consensus-building and considering the viewpoints of other members.

Contributing to the workload of the Sub Committee through active participation.

Abiding by the AIOH Code of Conduct, Rules and Statement of Purpose, and Conflict of Interest Policy.

Quorum and Voting

Sub- committee and Committees may conduct discussions on certain matters without a quorum. However, a quorum is required to formally vote on any matter. A quorum shall consist of at least 50% of members of the Sub Committee or Committee, including the Sub Committee Lead or Committee Chair (or their appointed proxy).

Where a Chair/Lead is absent, they may nominate a proxy to act on their behalf for quorum and voting purposes. This ensures continuity and that decision-making can proceed even if key leaders are unavailable.

While it is preferable to operate via consensus, if a vote results in a tie, the Chair/Lead or their appointed proxy shall have an additional casting vote.

Reporting

Reporting to Council

At least one member of Council is assigned as a liaison for each Committee. The Council member may liaise with the Chair as required, outside of scheduled Council meetings. It is encouraged that Council members maintain active communications with the Chair to support the work of the Committee and its Sub- committee.

The Chair is responsible for reporting to Council on matters requiring attention. Typical items include:

- Updates on progress of work activities
- Items requiring Council endorsement or noting
- Items for escalation
- Requests for information or guidance on specific matters

Chairs may be asked to attend and present at Council meetings or planning days as required. They should expect to receive adequate briefing and information from the AIOH President and/or Council to enable timely and complete decision-making.

The Chair should also request any documentation, financial, or resource support needed from Council to enable Committees and Sub- committee to achieve their objectives. The level and nature of support is determined by Council, considering priorities, budgets, and specific needs.

An itemised operational annual budget for the Committee is to be submitted by the Chair to Council by May each year for consideration in the AIOH budget. Council will advise the Committee of allocations for the coming financial year.

Reporting to Members

The Chair is responsible for preparing an annual report for AIOH members, outlining the activities and achievements of the Committee and its Sub- committee. This report will typically be published in the AIOH Annual Report in September/October each year.

Sub Committee Leads contribute to these reports by providing updates on their Sub Committee's work, key outcomes, and any challenges or requests for Council consideration. All information is consolidated by the Chair for clarity and consistency.

Decision-Making Process

The decision-making process for Committees and Sub-committee is structured to ensure alignment with the broader objectives, governance framework, and strategic direction of the AIOH. It balances delegated authority with oversight from the Chair, other Committee Chairs, and Council.

Proposal Development

The Sub Committee Lead and members are responsible for developing proposals related to strategic initiatives, operational enhancements, or financial investments within their Sub Committee. Proposals must align with the organisation's strategic plan, objectives, and relevant policies or frameworks.

The Chair is kept informed throughout the development process to ensure oversight and alignment with broader Committee objectives. Guidance from other Committee Chairs may also be sought to ensure consistency with overarching goals.

Delegation of Authority

The Chair and Sub Committee Leads may make decisions without Council approval where:

- The matter is Sub Committee procedural and does not materially affect strategy, risk, or compliance
- Expenditures fall within pre-approved financial thresholds
- The action aligns with previously approved plans, policies, or Council-endorsed frameworks

All decisions made under delegated authority must be documented and submitted via the correct platform to ensure visibility and transparency.

Submission for Approval

All proposals outside delegated authority, particularly those involving significant investments, strategic shifts, or material risk, must be submitted for review and approval by Council. Proposals should include clear objectives, expected outcomes, and supporting data or research.

Endorsement and Implementation

Once approved, the proposal is endorsed and delegated to the Sub Committee for execution. The Sub Committee Lead is responsible for overseeing the implementation of

the initiative, ensuring it aligns with approved objectives and budgetary constraints. The Chair is kept informed throughout the process to maintain oversight and support alignment with broader Committee objectives.

Financial Approval Framework

- Committees and Sub- committee may spend up to a pre-determined threshold without prior Council approval.
- Any expenditure exceeding this threshold must be submitted to Council for approval, including a proposal detailing costs, resource allocation, and expected benefits.
- Guidance from the AIOH Executive may be sought to ensure alignment with the organisation's financial strategy.
- This framework ensures that all significant financial commitments are reviewed and approved before they are incurred.

Performance Evaluation

Regular performance evaluation is essential to identify opportunities for improvement in the Committee and various Committees' operations and effectiveness. A standard evaluation template will be utilised to ensure consistent assessment, documentation, and review.

Annual Evaluation:

- *Format:* Committee review
- *Frequency:* Annually, unless an earlier review is deemed necessary
- *Conducted by:* The Committee
- *Reporting to:* The AIOH Executive leadership

Review of Committee Policy and Procedures

Sub- committee shall regularly and at least every 3 years, review its terms of reference, any related policy and procedures, and make recommendations to Council on appropriate changes.

Committee Specific Terms of Reference

Each Committee has additional Terms of Reference that are applicable to that committee only. They are outlined in the following sections of this document.

The Terms of Reference for the Committee may be amended, varied or modified in writing. Any amendments, modifications or variations need to be endorsed in writing by the AIOH Council.