Your professional development pathway

2019-20 Professional Development Handbook

Discover more at aicd.com.au
About us

The Australian Institute of Company Directors (AICD) is committed to excellence in governance. We make a positive impact on society and the economy through governance education, director development and advocacy. Our membership of more than 44,000 includes directors and senior leaders from business, government and the not-for-profit (NFP) sectors.

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Welcome to the next step of your director career

The Australian Institute of Company Directors is the world’s largest governance-focused member institution with a diverse membership of more than 44,000 governance leaders.

Promoting good governance has never been more important and with our strong membership base we have a unique opportunity to help create a governance environment that strengthens society.

The role of a director, no matter whether you’re on the board of an ASX200 company, a local sporting club or a family business, comes with serious and exacting duties and responsibilities.

Our 2019–20 Professional Development Handbook outlines how we can help you meet the challenges of being a director. Our courses, educational programs, and tools and resources are designed to assist directors and organisational leaders achieve a full understanding of their duties and responsibilities and equip them with skills, knowledge and support appropriate to the specific context of their role.

We are committed to building the capability of the governance community and with your input have developed learning pathways to help members select the right development option at every stage of their director career.

Our flagship course, the Company Directors Course™ continues to be the gold standard in comprehensive director education and is offered in delivery formats to suit you. And to ensure you stay up to date on contemporary issues, we’ve expanded our short course offering to include new courses on cybersecurity, SME governance and governing to protect vulnerable people.

As well as supporting our individual members we are also working with organisations to develop the capabilities of their governing teams. We have, over decades, built extensive expertise and data on governance and performance that we’re using to help businesses benchmark and strengthen their board and executive team. You can find more information in the Handbook about our in-house programs and bespoke advisory services.

Governance is critical to the performance of organisations across all sectors, from making schools and hospitals safer, to supporting NFPs to achieve their mission in a sustainable way, to enabling business to perform, to helping the public service fulfill their critical role in the economy and society.

Whether you are a starting, strengthening or mastering level in your governance practice, this Handbook will help you find the right courses, tools and resources to take the next step in your governance career.

Angus Armour FAICD
Chief Executive Officer & Managing Director
Australian Institute of Company Directors
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Creating better boards and stronger organisations

Membership
With more than 44,000 members, we are the largest director institute in the world. We enable our members to access, adopt and benefit from leading insights and advice. Membership with us represents a commitment to excellence in governance, and is a powerful investment in your professional development.

Education
As a world-leading governance education provider, we are committed to enriching the practice of directorship and building the capability and performance of organisations, directors and executives. Our programs are delivered by experienced directors and facilitators to engage with you on contemporary issues in governance and directorship.

Advocacy
We advocate on behalf of our members to governments, regulators and the media. We aim to positively impact society and the economy through improving governance standards, practices and regulations to maximise the benefits of good governance for organisations and their stakeholders.

Advisor
We provide high-quality Board Advisory Services and In-House bespoke governance education and development solutions. We are committed to assisting the Governing Team to improve performance through the adoption of world-class governing practices tailored to your organisation.

International
We are internationally recognised as a trusted provider of governance education with a focus on raising global governance standards. We help deliver an international education curriculum that delivers practical and relevant solutions for those governing internationally and across jurisdictions.
MEMBERS LOCATION

- Male: 66%
- Female: 34%
- Total membership: 44,000+
- International: 4%

Membership sectors:
- 44% Private
- 20% Not-for-Profit
- 13% Listed
- 14% Public

Regional distribution:
- QLD: 30%
- NSW: 16%
- WA: 10%
- SA: 6%
- TAS: 2%
- NT: 1%
- ACT: 4%
- VIC: 26%
- International: 4%
Membership is your opportunity for growth

Open doors
The AICD is the largest director institute in the world. As a member, you will join more than 44,000 directors and senior leaders from business, government and the not-for-profit sectors, stretching across Australia and around the world. Gain access to our network of directors and take the next step in your governance journey.

Be a governance leader
Be part of an organisation that sets the standard of governance and directorship in Australia and internationally. Whether you are a new, aspiring or experienced director, membership with the AICD recognises your commitment to good governance and connects you with thousands of like-minded leaders who are serious about achieving better outcomes.

Develop a director mindset
Understand directors’ duties and responsibilities and the needs of your board or business. Take part in one of our events, courses or e-learning modules at member-only rates. All our programs are developed and run by directors, for directors.

Grow your knowledge
Membership gives you access to exclusive news and views from the boardroom. Receive a monthly subscription to our member-only Company Director® magazine, e-newsletters, economic updates, videos, podcasts and research papers. Access the Director Tools library for practical tools and templates that can be used by you and your board.

Exclusive member benefits
Courses and events for you, your board and your business at member rates
Subscription to Australia’s only publication for directors – Company Director magazine
Recognition of your governance expertise with AICD post-nominals
Practical tools and templates for you and your board
Representation through our national advocacy and policy agenda
Access to our Business Centre and Member Lounges in CBDs across Australia
Take the next step in your professional governance development

Assess your current capabilities or the skills of your board with our Director Self-assessment Tool or Governance Analysis Tool™

Gain insights with short courses

Start your journey with the Foundations of Directorship™

Strengthen your skills with the Company Directors Course™ and International Company Directors Course

Broaden your knowledge with webinars, tools and publications

Mastering

Tailor our world-leading programs for your board or business

Take your experience further with our Boardroom Mastery™ program

Deepen your skills with Company Directors Course Specialisations

Specialise with short courses tailored for your board or business
Stay ahead of the curve

Enhance your professional development, accrue DPD units and stay up to date with the latest news, insights and trends influencing the governance landscape with our range of resources and publications.

Company Director® Magazine
Australia’s leading publication for directors with news and features on the current legal, economic and strategic issues affecting your board.

The Boardroom Report
The Boardroom Report provides updates on the latest news and views on the critical issues that matter to directors.

Membership Update
An insight into the activities, events and research undertaken in our community of members across the country and around the world.

Economic Updates
Our Chief Economist, Mark Thirwell, provides updates via weekly emails and his podcast, The Dismal Science, on economic events.

Resources and Reports
Our online resource centres provide a curated library of practical tools and the latest articles and research on governance and director issues. Reports provide commentary and insights from leading directors.

Podcast
DirectorCast is a new AICD podcast series aimed at keeping members informed on contemporary governance issues. Each episode showcases world-class thought leadership from the AICD’s faculty or guest speakers from international business schools.

Our flagship events
Along with a suite of lunches, briefings and roundtable events, each year we hold two key events designed to keep our members informed and connected. Visit aicd.com.au/events for more information.

Australian Governance Summit®
The AICD’s flagship annual event is held over two days in March and is the largest gathering of governance professionals in the southern hemisphere.

Essential Director Update
This complimentary member-only event explores the latest developments in the governance landscape. It is delivered nationally in October/November each year.
Work, relax, connect across Australia

Sydney, Brisbane, Melbourne, Adelaide, Perth, Hobart and Canberra

Exclusive and complimentary for members and their guests, our lounges are modern multifunctional spaces providing state-of-the-art facilities in centrally located areas, so that you can work, hold a meeting, or simply relax between appointments. Visit us when you are next in the CBD.

Lounge locations

- 18 Jamison Street, Sydney NSW
- 367 Collins Street, Melbourne VIC
- 91 King William Street, Adelaide SA
- 85 Macquarie Street, Hobart TAS
- 123 Eagle Street, Brisbane QLD
- 77 St Georges Terrace, Perth WA
- 15 National Circuit, Canberra ACT

• **Work** – Work in comfort and privacy at one of our many desk or lounge areas. Our complimentary WiFi, computer and printing services are available for all members.

• **Relax** – If you have time between meetings and need a place to relax why not make use of our concierge services and amenities. Settle in and enjoy complimentary refreshments while browsing our director and governance publications, newspapers and television news channels.

• **Connect** – Meet other members in the lounge or hold meetings with colleagues in private. Whether you are conducting a meeting, interview or training, we have rooms available for hire that can be configured to meet your needs.

Find out more at aicd.com.au/bcml
How can we help your board?

Our Board Advisory Services provide trusted board advice and benchmarking, focusing on best-practice governance, leadership and board effectiveness.

Advice
We provide leading-edge advice on the key issues facing your board for strengthened governance, leadership and performance impact.

Consultation
We partner with your organisation to implement best-practice governance.

Diagnosis
We use state of the art diagnostic tools to help evaluate your needs with a focus on enhancing board performance.

Benchmarking
We benchmark your organisation to standards of leading practice and against others to help you enhance your performance.

Advisory Diagnostic Tools

Governance Analysis Tool™
The AICD Governance Analysis Tool™ is a systematic and in-depth review of an organisation’s governance, providing granular analysis of individual and collective performance. Based on the Corporate Governance Framework™, the tool facilitates a comprehensive assessment of your board’s performance and practices, using a respected and validated schema.

Peer-to-Peer Review
The peer-to-peer tool provides an opportunity for directors to reflect on their own performance and that of their peers. Members confidentially assess themselves and each other against a set of attributes that indicate the extent to which they are contributing to board effectiveness. Results are collated, analysed and provided as a report to the board.

Other Advisory Diagnostic Tools include:
- Skills and Capabilities Tool
- Board Evaluation Tool
- Not-for-profit Diagnostic Tool
- Culture Diagnostic Tool

For more information visit aicd.com.au/advisory
Build your team governance capabilities

By working with the entire ‘Governing Team’ – the board, the CEO and senior management we help you implement consistent governance practices, build capabilities and raise organisational performance.

Tailored solutions for your team

We undertake a detailed diagnostic of your needs and design flexible programs for your long-term success.

Extensive Experience
The depth of our education curriculum offers an unparalleled source of knowledge and content to support the development of your Governing Team.

A Whole-of-System View
Our Corporate Governance Framework provides a model for developing, evaluating, benchmarking and transforming performance.

Enabling Performance
Research shows that better governance enables superior performance, including in innovation, engagement and risk management.

A Trusted Partner
We partner with you to undertake bespoke development programs for your Governing Team over the long term.

Bespoke Programs
We offer bespoke education for your directors and senior management by developing programs specifically for your organisation’s needs, delivered in a location of your choice.

Flagship Products
Our flagship program, the Company Directors Course™, provides your leadership team the opportunity to push their abilities and build their skills.

Short Courses
Sharp and to the point, our short courses go deeper on specific issues that matter to you and your board in order to help further your development.

Online
AICD’s convenient and flexible online learning programs allow you to further your knowledge or train your team/board via self-paced modules or as part of an online cohort.
The Corporate Governance Framework

The Corporate Governance Framework™ sums up the practices that comprise effective directorship. The Corporate Governance Framework is critical to how we develop AICD educational content and to how you select the content most relevant to your personal journey or that of your organisation.

The Corporate Governance Framework has four key subject matter areas:

- **Individual** – Reflects the practices every director brings as an individual to his or her director role
- **Board** – Reflects the practices of individual directors in relation to the whole board
- **Organisational** – Focuses on the responsibilities of directors in relation to the performance of the organisation
- **Stakeholder** – Focuses on the essential relationship between directors and stakeholders

Each quadrant is divided into several segments representing practices essential to that key area. The values encircle the practices of directors, boards, leaders, their organisations, and interactions with stakeholders.

After completing the online Self-assessment Tool (SAT) or the all-of-board Governance Analysis Tool (GAT) assessment, you will see where the key areas of focus should be for your development individually or for your board as a collective.
Identify a learning pathway

Learn where your strengths lie and find where you are in your governance journey.

**Step 1 - Apply a development lens**

Individual – a development pathway created to support your board career.

Organisational – a plan tailored to the needs of your organisation.

**Step 2 - Assess development needs**

The Self-assessment Tool (SAT) points you to which practice segments of the Governance Framework are your key areas of development, allowing you to map your own individual pathway.

The Governance Analysis Tool (GAT) uses the Governance Framework to deliver a robust diagnostic of whole of board strengths and weaknesses, providing a benchmark against which to map your board’s development pathway.

**Step 3 - Determine your learning level**

Tailor your learning across Starting, Strengthening or Mastering levels, depending on your current skill set.

**Starting**

Our educational content and learning tools are designed with reference to the Corporate Governance Framework in order to improve the knowledge of new and aspiring directors.

**Strengthening**

Our Strengthening content builds on directors’ prior learning and experience.

**Mastering**

Our educational content and learning tools at this level support the continued development of the most experienced directors, ensuring breadth and depth of relevant experience.

**Step 4 - Choose a preferred learning format**

From face-to-face or self-paced learning, to in-house courses for your board, to books, magazines, events, white papers, webinars and digital delivery – there is something to suit every learning preference.
About the director
Self-assessment Tool

Designed to guide your professional development, the Self-assessment Tool (SAT) is based on the Corporate Governance Framework and focuses on the core knowledge, skills and capabilities that directors need to enhance their boardroom performance and decision making.

Taking 20-30 minutes to complete, the SAT provides you with a summary report including a heat map that identifies potential areas of development as you continue along your learning pathway.

Each time you complete the SAT, you will accrue five DPD units (limited to 10 DPD units per year). SAT enables you to:

- Identify ways to strengthen your current skill set and maintain currency in an ever-evolving governance environment.
- Compare and track your progress over time as well as shifts in your skills and capabilities.
- Discuss your SAT report and progress with an AICD Members and Clients Executive to explore opportunities that match your professional development needs.

Access it online at aicd.com.au/dsat

Director Professional Development (DPD)

Director Professional Development (DPD) recognises your commitment to maintaining currency and lifelong learning. The benefits of DPD flow beyond the individual director and contribute to enhanced board performance and improved leadership.

DPD activity covers a wide range of learning both formal, such as courses, programs and webinars, and informal such as professional reading, briefings and sharing director and governance expertise.

Our FAICD, GAICD, and MAICD members are required to undertake a minimum of 60 units of DPD over a three-year rolling cycle as part of their membership. There are several professional development products and services outlined in this handbook that are included as part of your membership and qualify for DPD units.

For more information visit aicd.com.au/dpd
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Engaging with Shareholders

The Role of the Chair
Difference Makers: A leader’s guide to championing diversity on boards
A Word of Difference: Leading in global markets with cultural intelligence
Which Two Heads Are Better Than One?

The Boardroom Report

The Role of the Company Secretary: Influence, impact and integrity

Audit Committees: A guide to good practice 3rd Edition
Setting the Tone from the Top (forthcoming)

Board Advisory and Customised Education

Company Directors Course Specialisation: Ensuring Solvency
Company Directors Course Specialisation: Directing Innovation
How To Thrive Under The NDIS

Company Directors Course Specialisation: Mergers and Acquisitions
Company Directors Course Specialisation: Preparing for Sale
Company Directors Course Specialisation: Crisis Management

Tomorrow’s Boards: Creating balanced and effective boards

Applied Risk Governance

How To Thrive Under The NDIS
Learning formats that suit you

Our programs are delivered in a range of formats, allowing members to choose their optimum learning style.

**Face-to-Face** – A learning program led by an accredited facilitator with related director experience. Peer experiences are shared and comprehensive reference materials are included.

**In-House** – Private delivery in your own boardroom based on topics selected by you. Led by accredited facilitators with relevant director expertise and tailored to your board and your business.

**Events** – From a briefing to a conference, events provide information updates, stimulus for reflection on director and board practice, and networking opportunities with peers.

**Webinars** – 30 to 90 minutes live online, led by an accredited facilitator with related director experience. Notes are included. All webinars are recorded, allowing access in your own time.

**Online Learning** – Facilitator-led, online courses that bring the classroom and boardroom to you.

**eLearning** – Self-paced learning modules designed to refresh your governance knowledge and at a time and pace that suits you.

**Publications** – A collection of publications covering a range of topics and research to help you in your role as a director. Often available in both hardcopy and digital formats.

**Tools and Resources** – A selection of practical templates, checklists, Q&As and FAQs prepared by experienced directors and subject matter experts.

For a full list of products and scheduled programs, visit aicd.com.au
Core

These learning opportunities provide you with the critical elements of directorship. They extend and deepen your knowledge and skills in core practices across the four quadrants detailed in the Corporate Governance Framework™.
Starting
- Foundations of Directorship™
- International Foundations of Directorship

Strengthening
- Company Directors Course™
- International Company Directors Course
- Company Directors Course Update
- Company Directors Course: Preparing for Success

Mastering
- Boardroom Mastery™
Foundations of Directorship™

Day 3 – Strategy and Risk for Directors

Introduction to the Strategic Role of the Director
- Gives an overview of basic strategic planning frameworks and the role of directors in formulating and overseeing strategy.
- Provides a broad understanding of the link between strategy, financial health and value creation.
- Introduces a set of practical tools to monitor the implementation of strategies to ensure their success.

Risk: Issues for Directors
- Provides an introduction to the director’s role and the board’s responsibility in risk oversight and monitoring.
- Develops your knowledge of the language of risk.
- Demonstrates the link between risk management, risk culture and effective leadership.
- Creates awareness of the importance of an organisation developing and implementing robust risk management processes.

Suitable for
Executives and new and aspiring directors who require an introduction to their duties.

Assessment
Participants seeking recognition of the successful completion of the Foundations of Directorship™ program must complete all three courses within 12 months and successfully complete three online quizzes within three months of attending the course to gain the Foundations of Directorship™ certificate and an additional five DPD units.

Enrol now aicd.com.au/fod

Learning Outcomes
- Understand the duties and responsibilities of a director and governance and board meeting processes.
- Get a director-oriented view of governance, finance, strategy and risk in varying organisational structures.
- Take away course materials and tools you can use immediately.
- Build up your knowledge over time to achieve the Foundations of Directorship™ certificate.

The program consists of three one-day courses, which can be undertaken individually or as a suite for a packaged rate.

Day 1 – Governance for Directors
The Role of the Director and the Board
- Explains the role of the director and the board in establishing the governance of the organisation.
- Outlines the duties, responsibilities and rights of directors of private, public and not-for-profit organisations.
- Discusses the roles of the various regulatory bodies.

Introduction to Board Meetings and Governance
- Provides an overview of how boards and directors undertake their roles.
- Explores good governance processes and practices.
- Discusses board composition.
- Outlines processes and practices for effective board meetings.

Day 2 – Finance for Directors
Introduction to Financial Statements for Directors
- A straightforward introduction to financial statements from the director’s perspective.
- Reviews the key financial statements.
- Outlines directors’ duties regarding financial statements and systems.

Assessing Financial Performance for Directors
- Explores how directors use financial statements to monitor performance.
- Introduces key financial ratios and how directors can use them.
- Discusses the financial and non-financial indicators of company performance.

Level: Starting • DPD: 30 units • Duration: 3 days

CORE

Level:

Starting

DPD:

30 units

Duration:

3 days

Face-to-Face

In-House
Learning Outcomes

· Understand the role and responsibilities of a director in an international context.
· Work more effectively with your board to drive positive performance outcomes.
· Identify and mitigate the risks faced by international directors and multinational companies.
· Enrich the contribution you make to your board and organisation.
· Demonstrate currency on contemporary international corporate governance practices.
· Immediately apply your learnings to real-world situations.

Day 1 – Governance for International Directors

The Role of the International Director and the International Board

· An exploration of the role of the board, directors, chairs and management in organisations operating across international borders.

Introduction to Board Meetings and Governance

· Discover the composition and structure of effective boards and meeting procedures, taking account of cultural influences that impact board dynamics and how a board exercises its governance responsibilities.

Day 2 – Strategy and Risk for International Directors

Introduction to the Strategic Role of the International Director

· An overview of basic strategic planning frameworks and the director’s role in formulating and overseeing strategy.

Risk: Issues for International Directors

· An introduction to the director’s role and the board’s responsibility in risk oversight and monitoring.

Day 3 – Finance for International Directors

Introduction to Financial Information for International Directors

· A straightforward introduction to financial statements from the director’s perspective, including the three key financial statements: balance sheet, income (profit and loss) and cash flow.

Risk: Issues for Directors

· A guide to the financial performance of a company from the director’s perspective.

Suitable for

Executives and new and aspiring directors including those who operate in an international context.

Assessment

Participants seeking recognition of the successful completion of the International Foundations of Directorship program must complete all three courses within 12 months and successfully complete the three online quizzes within three months to gain the International Foundations of Directorship certificate and an additional five DPD units. See our website for more details.

Enrol now aicd.com.au/ifod

Fiji Directors Course

Based on the three-day International Foundations of Directorship program, the Fiji Directors Course is designed especially for executives and new and aspiring directors seeking a comprehensive introduction to the key areas of directorship in Fiji.

Find out more aicd.com.au/fiji
Company Directors Course™

Level: Strengthening ● DPD: 50 units ● Duration: 5 days

Learning Outcomes
- Understand your role and the compliance issues for your board.
- Lead beyond compliance to better understand the governance expectations and ethical considerations for businesses.
- Help build a better board as well as improve and streamline board processes.
- Focus your future strategic discussions with the knowledge and tools you need to monitor your organisations financial performance and risk management.

Course Outline
The Company Directors Course™ explores the role of the board and the duties and responsibilities of directors. Participants will improve their financial literacy, gain an understanding of sound decision making practices, explore strategy and risk, and examine the legal environment relevant to boards. Upon completion, you will have an understanding of how to drive financial and non-financial performance and increase board effectiveness. Participants will put their learning into practice in a simulated board meeting.

Delivery Options
- Residential
- Five consecutive days
- One day a week for five weeks
- In-House
- Self-Paced
- Delivery

Facilitated Program Includes
- Facilitator-led learning.
- Comprehensive course materials in hardcopy and e-notes.
- Interpreting Financial Statements (eLearning) as pre-work.
- The Director Mindset (eLearning) as pre-work.
- Access to assessment and assessment support.

Self-Paced Program Includes
- Study plan and video guidance around key learning points and recommended approach to learning.
- Comprehensive course materials in hardcopy and e-notes.
- Interpreting Financial Statements (eLearning).
- The Director Mindset (eLearning).
- Tutor-led webinars and online support.
- Access to assessment and assessment support.

Suitable for
Practising directors and experienced senior executives seeking knowledge of both performance and compliance issues, and those who want to develop their director careers.

Recommended Preparation
Foundations of Directorship™ Page 24

Assessment
Course attendance plus the successful completion of the assessment tasks will qualify you for the Company Directors Course™ award and an additional 10 DPD units. Participants may also be eligible to upgrade their membership to GAICD status. See our website for additional eligibility criteria.

Enrol now aicd.com.au/cdc
International Company Directors Course

Level: Strengthening  •  DPD: 50 units  •  Duration: 5 days

Learning Outcomes

· Equip yourself with the director knowledge and skills you need to perform in your role, no matter where you operate.

· Learn to better understand the governance expectations and ethical considerations of businesses that operate across borders.

· Help build a better board and improve and streamline board processes.

· Focus your future strategic discussions with the knowledge and tools you need to monitor your organisation’s financial performance and risk management.

· Broaden your view of directorship, improve your personal performance and, consequently, the performance of your organisation.

· Gain insight into the legal and risk issues for directors who work in a global context.

· Hear from directors with international experience and special interest guest speakers.

· Network with international peers.

· Gain the International Company Directors Course award on successful completion of the course assessment.

Course Outline

The International Company Directors Course explores the role of the board and the duties and responsibilities of directors in the international context, as well as the influence of culture on the international board. Participants will improve their financial literacy, explore how the board examines risk and executes strategy, and examine the legal challenges boards face in the international environment. Upon completion, you will understand how to evaluate the financial health of your business and increase the effectiveness of an international board. Participants will put their learning into practice in a simulated board meeting.

Course Includes

· Facilitator-led learning.

· Comprehensive course materials in hardcopy and e-notes.

· Interpreting Financial Statements (eLearning) as pre-work.

· The Director Mindset (eLearning) as pre-work.

· Access to assessment and assessment support.

· All meals and beverages during the course.

Suitable for

Practising directors and experienced senior executives who work across regulatory frameworks.

Assessment

Course attendance plus the successful completion of the assessment tasks will qualify you for the International Company Directors Course award and an additional 10 DPD units. Participants may also be eligible to upgrade their membership to GAICD status. See our website for additional eligibility criteria.

Enrol now aicd.com.au/icdc
Company Directors Course Update

**Level:** Strengthening  ●  **DPD:** 20 units  ●  **Duration:** 2 days

**Overview**
Receive an update on directors’ duties and responsibilities, as well as the risk, strategy, decision making and board effectiveness topics covered in the current *Company Directors Course™*. The finance modules are not covered in the *Company Directors Course™ Update*.

**Benefits**
- Keep your skills and knowledge current.
- Offers those who have attended the *Company Directors Course™*, but have not yet completed the assessment, the opportunity to do so.

**Course Includes**
- Comprehensive course materials in hardcopy and e-notes.
- Interpreting Financial Statements (eLearning) as pre-work.
- The Director Mindset (eLearning) as pre-work.
- Facilitation and assessment.
- Webinar assessment support.

**Suitable for**
Those who attended the *Company Directors Course™* more than two years ago.

**Prerequisite Preparation**
*Company Directors Course™*  Page 26

**Assessment**
Course attendance plus the successful completion of the assessment tasks will qualify you for the *Company Directors Course™* award and an additional 10 DPD units. Participants may also be eligible to upgrade their membership to GAICD status. See our website for additional eligibility criteria.

Enrol now aicd.com.au/cdcupdate

**Sector-specific Company Directors Course™**
The *Company Directors Course™* continues to be tailored for delivery to a range of sectors. To date these include:
- Indigenous business leaders
- University sector
- Victorian public sector

Find out more aicd.com.au/cdc
Company Directors Course: Preparing for Success

Level: Strengthening  ●  Duration: 2 days

Overview
Receive expert support throughout this two-day workshop designed to help you complete the Company Directors Course™ assessment. Be guided through practice questions and follow a step-by-step process for each element of the assessment.

Benefits
- Receive the confidence and appropriate tools to undertake the Company Directors Course™ assessment.

Course Includes
- Comprehensive course materials in hardcopy and e-notes.
- A series of facilitated assessment practice quiz and long answer questions.
- Assignment preparation guidance.
- Preparing for Success Handbook.
- Interpreting Financial Statements (eLearning) as pre-work.
- The Director Mindset (eLearning) as pre-work.
- One assessment attempt and one resit assessment attempt per assessment task.

Suitable for
Those who attended the Company Directors Course™ within the last two years and have not yet successfully completed their assessment. For those participants who have not attempted the Company Directors Course™ assessment, it is mandatory that the first three month assessment period has expired.

Prerequisite Preparation
Company Directors Course™ (mandatory)  Page 26

Assessment
Course attendance plus the successful completion of the assessment tasks will qualify you for the Company Directors Course™ award and an additional 10 DPD units. Participants may also be eligible to upgrade their membership to GAICD status. See our website for additional eligibility criteria.

Boardroom Mastery™

Level: Mastering  ●  DPD: 40 units  ●  Duration: 3 days

Overview
Boardroom Mastery™ is a unique experience designed for experienced directors looking to improve their effectiveness in driving outcomes and creating value from the boardroom.

Course Outline
Boardroom Mastery™ is an immersive learning experience designed to challenge experienced directors to perform in high pressure conditions.

The course focuses on self-awareness, individual and group behaviour, problem solving and decision making in the boardroom. Participants are required to work together as a group to analyse information, share views and agree the best course of action to address real-life governance and crisis scenarios.

A vital component of the Boardroom Mastery™ experience is the inclusion of an organisational psychologist. Underpinning the self-reflection component of the course, participants are provided with a report and an opportunity to debrief with the psychologist to ensure they are ‘alive’ to their own strengths and areas for development within the boardroom context.

Course Includes
- Comprehensive course materials.
- High-calibre facilitation.
- Access to an organisational psychologist experienced in the board and director environment.

Suitable for
Experienced directors who have completed the Company Directors Course™ or International Company Directors Course at least two years prior and have a minimum of two years’ broad director experience across industries/sectors. Experienced directors without the Company Directors Course™ or International Company Directors Course, but with at least five years’ broad director experience across several industries/sectors are also encouraged to apply.

Recommended Preparation
Company Directors Course™  Page 26
International Company Directors Course  Page 27

Enrol now aicd.com.au/boardroommastery
**Director Tools**

Contributes to DPD

Tools and Resources

Our suite of practical Director Tools are developed to assist with the implementation of sound governance practices. In addition to the general portfolio of tools which are designed for boards and directors across all sectors, there is an additional portfolio of tools aimed specifically at the challenges and opportunities relating to the NFP sector.

Benefits

- Each tool is written and reviewed by subject matter experts and practising director.
- Quickly access checklists, templates and pro forma documents.
- Understand core issues across an extensive range of topics, including:
  - Duties of directors
  - Role of the board
  - Board composition
  - Governance relations
  - Meeting effectiveness
  - Board performance

Suitable for

All members. These tools can be utilised by both individuals and organisations.

**View the full suite of director tools:**
aicd.com.au/directortools

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**Webinars**

DPD: 3 to 5 units  ●  Duration: 30 to 90 minutes

Webinar

Our webinar program offers you a convenient, cost-effective way of enhancing your governance knowledge. Accessible from anywhere, webinars are live online presentations delivered by practising directors with expertise in the subject matter. Questions and comments are addressed live through an interactive ‘chat’ function. Webinars are also recorded and available to download for a limited time.

Benefits

- Convenient – access our webinars anywhere in the world.
- Practical – walk away with new applicable skills and practical learning.
- Interactive – live sessions give you the opportunity to interact with the facilitator and ask questions.
- Current – hear from subject matter experts on topical governance issues.
- Flexible – live and recorded sessions available.

Popular Webinar Topics

- Financial governance for SMEs
- Board minutes - what to include, what to exclude
- Privacy essentials - what directors need to know
- Evaluating board finances
- Role of the NFP director

Suitable for

Directors and business leaders looking for a convenient way to access governance and leadership knowledge.

**For the full list of topics and more information visit aicd.com.au/webinars**
Online

**DPD:** 5 units • **Duration:** 2 to 3 hours

Our suite of online courses offer you the flexibility to enhance your governance knowledge at a time and place that suits you.

Choose between self-paced modules that can be completed anywhere, anytime on any device or attend live facilitator-led classes utilising live-streamed lectures and online classroom technology.

Our variety of online options means you can choose a learning experience that best meets your needs and circumstances.

**eLearning modules:**
- Conflicts of Interest
- Effective Board Meetings
- Governance in Action
- Interpreting Financial Statements
- The Role of the Board
- The Role of the Director
- The Director Mindset

**Online Learning***:
- Governance Essentials
- Reporting to the Board

* More courses to be released in FY20

**Benefits**
- Convenient – access online learning from anywhere in the world
- Practical – walk away with new applicable skills
- Flexible – choose a course and learning style that suits you.

For more information visit aicd.com.au/elearning

Books

**Contributes to DPD**

Keeping up to date with professional reading that contributes to your director knowledge is recognised as part of your Director Professional Development (DPD).

**Benefits**
- Preferential member pricing.
- Dedicated online bookstore allowing 24/7 access.
- Written for the time-poor director market, with strong use of features such as chapter summaries, checklists, question and answers, case studies and war stories.
- Program learnings are supported through recommended reading.
- Extensive range, from best-selling classics to topical examinations.

**Latest Titles**
- Financial Fundamentals for NFP Directors (forthcoming)
- Financial Fundamentals for Directors, 2nd Edition
- The New Governance of Data and Privacy: Moving beyond compliance to performance
- Setting the Tone from the Top: How director conversations shape culture
- The Role of the Company Secretary: Influence, impact and integrity
- Reviewing Your Board: A guide to board and director evaluation
- Developing Your Director Career

For more information visit aicd.com.au/bookstore
Individual

Professional development options for this quadrant cover:
- Director Roles and Responsibilities
- Leadership
Starting
- The Director Mindset
- Developing Your Director Career Series
- The Role of the Director
- The Role of the Not-for-Profit Director
- Duties and Responsibilities of the Not-for-Profit Director

Strengthening
- Boardroom Financial Confidence
- Cyber for Directors
- Boardroom Effectiveness for Women

Mastering
- The Role of the Chair
### The Director Mindset

**Level:** Starting  ●  **DPD:** 5 units  ●  **Duration:** 2 hours

**Learning Outcomes**
- Examine the differences in thinking like an executive to thinking like a director.
- Consider the transition needed for collective/consensus decision-making in a board environment.
- Develop skills in applying collective decision-making.
- Examine the issues that may give rise to conflicts of interest for directors and the ways they may be handled.

**Suitable for**
Senior executives considering a directorship, or newly appointed directors.

Enrol now aicd.com.au/elearning

### The Role of the Director

**Level:** Starting  ●  **DPD:** 5 units  ●  **Duration:** 2 hours

**Learning Outcomes**
- Understand the duties and responsibilities of directors.
- Learn about the rights and protections available for directors.
- Identify liabilities and consequences for breaching the duties imposed on directors.

**Suitable for**
Senior executives and newly appointed directors.

Enrol now aicd.com.au/elearning

### Developing Your Director Career Series

**Level:** Starting  ●  **DPD:** 5 units each  ●  **Duration:** 1 hour each

**Webinar five-part series**

**Learning Outcomes**
- Part 1 - The art and science of board recruitment.
- Part 2 - Matching your value proposition to boards.
- Part 3 - Crafting your board-ready brand.
- Part 4 - Board opportunity quantitative due diligence.
- Part 5 - Board opportunity ongoing qualitative due diligence.

**Suitable for**
Those looking for board appointments or assessing their current board positions.

Register now aicd.com.au/webinars

### The Role of the Not-for-Profit Director

**Level:** Starting  ●  **DPD:** 5 units  ●  **Duration:** 1 hour

**Webinar**

**Learning Outcomes**
- Understand corporate governance and why we need boards.
- Identify the role of the not-for-profit board.
- Examine the duties and responsibilities of not-for-profit directors.
- Learn about the rights and protections available for directors.
- Determine if the board is governing in the best interests of the organisation.

**Suitable for**
Current and aspiring not-for-profit directors.

Enrol now aicd.com.au/webinars
Duties and Responsibilities of the Not-for-Profit Director

Level: Starting  ●  DPD: 5 units  ●  Duration: 3.5 hours

Learning Outcomes

- Examine the duties and responsibilities of directors in not-for-profit organisations.
- Explore the role of the regulatory authorities in the not-for-profit sector.
- Understand the potential personal liability of directors.
- Identify criteria for measuring success in not-for-profit organisations.

Suitable for

Newly appointed and aspiring not-for-profit directors.

Enrol now aicd.com.au/shortcourses

Boardroom Financial Confidence

Level: Strengthening  ●  DPD: 10 units  ●  Duration: 1 day

Learning Outcomes

- Understand the importance of financial literacy and directors’ financial reporting responsibilities.
- Explore key accounting concepts.

Suitable for

Directors from all sectors who are seeking to improve their financial confidence. This course is particularly helpful for those without a finance background.

Recommended Preparation

- Company Directors Course™
- International Company Directors Course
- Foundations of Directorship™

Enrol now aicd.com.au/shortcourses

NFP Governance and Performance Study

AICD’s Not-for-Profit Governance and Performance Study is the largest and most in-depth research of its kind in Australia. 2019 marks the tenth edition of this hallmark annual study and this year’s results will highlight contemporary themes, challenges and opportunities impacting the NFP sector.

Compiled from focus groups, one-on-one interviews and a survey of more than 2,000 NFP directors and executives, this study is the most up-to-date snapshot of governance across the sector.

A range of themes emerged from the 2019 results including how recent Royal Commissions are impacting not-for-profit organisations and the increased expectations on directors. The study also explores how the sector has changed over the last decade, fundamental questions about the future of the sector, and new challenges on the horizon. It will also touch on issues impacting sporting organisations, many of which are applicable across sectors.

The results of the study are published in July 2019 and a range of events are held following the launch.

Find out more aicd.com.au/nfpstudy
Mastering

Raelene Webb QC GAICD
Barrister, Murray Chambers

Strengthening

When Leonie Valentine moved to Hong Kong in 2011 as a senior executive with Telstra International Group, she realised she lacked contacts in the country and would need to build a new network.

Valentine, now managing director of sales and operations at Google Hong Kong, started methodically with a long-term vision of where she wanted her career to go, which included being on listed-company boards. She then looked for relevant networking groups. “I actually Googled ‘women on boards,’” she recalls. “The Women’s Foundation came up, so I started going to their events.”

Valentine, who completed AICD’s International Company Directors Course in September 2017, says it was a great, interactive way to learn. “The way the content was broken down over the five days — with different people teaching, each with a depth of experience — and being able to talk to somebody in an open, small-group format, you also learn from your cohorts in the room.”

Another benefit of the course was exposure to an international cohort. Valentine met someone, for example, “who appeared to be running a startup” but turned out to be part of a Taiwanese conglomerate with 50,000 employees.

Starting

Dr Simon Skalicky is an ophthalmologist working as a consultant at the Royal Victorian Eye and Ear Hospital and Royal Melbourne Hospital and in private practice at Eye Surgery Associates. In 2017, some vacant positions came up on the board of Skalicky’s private practice. Before nominating, Skalicky decided to prepare by enrolling in the Foundations of Directorship course. Simon was already on the council of not-for-profit Glaucoma Australia and the chair of its Ophthalmology committee.

“I thought, look, I’ll do it and I’ll go for the board and even if I don’t get on the board, it’s still good learning and it’ll help me with my Glaucoma Australia role,” says Skalicky of his decision to do the course.

The finance module was particularly helpful for Skalicky. “My basic education is medicine, so I didn’t know the financial aspects of being a director well.”

The general lessons of the course have also been useful in encouraging the inquisitiveness required of directors. “I realised it’s a very common barrier to think, ‘I don’t want to ask a question because I might look silly.’ Not only should you have the courage to ask these questions, but you’re silly not to. Your responsibility is that.” After completing the Foundations of Directorship, Skalicky is now on the board of his private practice.

Leonie Valentine GAICD
Managing Director, Sales and Operations, Google Hong Kong

Raelene Webb QC has had a brilliant career at the bar. In 2004, only 12 years after her admission, Webb was made a silk, and regularly appeared before the High Court, particularly in landmark native title cases. In 2013, Webb became President of the National Native Title Tribunal (NNTT), a role she held until March 2018. She also chaired the NNTT Board of Management. Webb recently completed Mastering the Boardroom (the precursor to Boardroom Mastery), which prepares experienced directors for the difficult and complex challenges that modern boards face.

The course involves total immersion over four days, simulating a year in the life of a company. The experience, even for someone who has been grilled by the finely honed minds of the High Court bench, is a challenging and stimulating one, according to Webb. “There was a sense of being ‘pressure cooked’,” Webb says.

Since completing the program, Webb has implemented many practical changes in her roles at NTAA. “One simple change was to revamp the agendas for our board meetings to prioritise open-ended strategy discussion, followed by discussion on strategy issues requiring decision, with options presented — rather than recommendations, to actively encourage different views. I more actively challenge ‘group-think’ through dialogue, questioning and sometimes direct challenge.”

MEMBER PROFILE

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Boardroom Effectiveness for Women

Learning Outcomes

- Explore cultural biases, the differences between how women and men think and how to address these issues.
- Understand how business models and analysis of behavioural types can be used to hone leadership skills most relevant to board functionality and conduct.

The publication Which Two Heads Are Better Than One? and the webinar ‘Innovation and Diversity: Creating breakthrough ideas and smarter decisions’ are complimentary with this course.

Suitable for

Senior executives who aspire to directorship, owner directors and non-executive directors

Enrol now aicd.com.au/shortcourses

Cyber for Directors

Learning Outcomes

- Understand key cyber terms and concepts.
- Ensure you are confident in your oversight of the systems and processes in place for the organisation to meet mandatory data breach notification laws.
- Examine the robustness of your organisation’s cyber risk management and governance structures.
- Discharge your duties through effective governance methods.
- Identify cyber risks, threats and opportunities, ensuring your organisation is prepared.
- Direct your organisation’s cyber strategy, balancing cyber threats with innovation.

Suitable for

Directors looking to protect and strategically use their company data and information, as well as those reporting to the board on cyber including Managing Directors, Chief Information Officers, IT Managers, and Chief Information Security Officers.

Enrol now aicd.com.au/shortcourses

The Role of the Chair

Learning Outcomes

- Recognise the various roles of the chair both inside and outside the boardroom.
- Learn about the leadership role of the chair.
- Identify how best to deal with particular situations.

Suitable for

Chairs, deputy chairs and those preparing themselves for this role.

Recommended Preparation

Company Directors Course™ Page 26

Enrol now aicd.com.au/shortcourses
Board

Professional development options for this quadrant cover:

- Board Roles and Responsibilities
- Board Operations
- Board Performance
Starting
- The Role of the Board
- Establishing Boards for Business Owners
- Governance Essentials
- Board Committee Series: Part 1
- Board Advisory and Customised Education

Strengthening
- The Board and the Company Secretary
- Subsidiary Boards
- Conflicts of Interest
- Effective Board Meetings
- Board Committee Series: Part 2 and 3
- Advanced Not-for-Profit Governance
- Advanced Not-for-Profit Governance for Indigenous Boards
- Board Advisory and Customised Education

Mastering
- Board Advisory and Customised Education
The Role of the Board

Learning Outcomes
- Explore the functions of the board.
- Investigate the relationship between board and management.
- Learn how to evaluate and improve board performance.

Suitable for
Managing directors, CEOs, directors, consultants and senior managers who seek a greater appreciation of the role of the board.

Enrol now aicd.com.au/elearning

Governance Essentials

Level: Starting • DPD: 5 units • Duration: 6 weeks

Learning Outcomes
- Identify the role and key functions of the board.
- Gain an introduction to duties and responsibilities of directors.
- Outline regulatory frameworks in which boards operate.
- Realise the importance of key performance measures for the board.
- Understand the liabilities of directors and their related protections.

Suitable for
New and practising directors, senior executives, and established boards with recently appointed directors.

Enrol now aicd.com.au/onlinelearning

Establishing Boards for Business Owners

Level: Starting • DPD: 5 units • Duration: 3.5 hours

Learning Outcomes
- Explore the unique role and responsibilities of business owners in establishing appropriate governance structures for their business to enhance its long-term sustainability, profitability and shareholder value.
- Examine the governance arrangements, processes and policies that are important for successful business growth and possible future exit.

Suitable for
Business owners and/or managing directors of small and medium sized businesses looking to implement appropriate governance practices.

Enrol now aicd.com.au/shortcourses
The Board and the Company Secretary

Learning Outcomes
- Enhance the performance of your board by exploring how to get the most from your company secretary.
- Gain insight into the collaborative relationships (board, management, regulators) that assist the company secretary in meeting the organisation’s corporate governance obligations.
- Identify the core legal responsibilities of the company secretary to support directors, the board and the organisation.

Suitable for
Directors and those seeking insight into the role of the company secretary in supporting the board and corporate governance of the organisation.

Enrol now acid.com.au/shortcourses

Subsidiary Boards

Learning Outcomes
- Understand the roles and responsibilities, as well as the risks, challenges and complexities faced by directors of corporate subsidiary boards.
- Gain insight into the governance framework that underpins corporate groups and the subsidiary governance models found in them.
- Explore the issues involved in working across international business contexts and legal frameworks.

Suitable for
Current and aspiring directors of subsidiary boards based either domestically or offshore, often working across multiple jurisdictions. Executives reporting to subsidiary boards of large organisations. Board members and executives of parent companies.

Enrol now acid.com.au/shortcourses

Conflicts of Interest

Learning Outcomes
- Recognise when you may have a conflict of interest.
- Discover frameworks for working through conflicts.
- Learn about mechanisms to highlight conflicts.

Suitable for
Experienced directors looking to strengthen their understanding of the factors that constitute a conflict of interest and how to manage and address the issue.

Enrol now acid.com.au/shortcourses

Board Advisory and Customised Education

Overview
- Bespoke advice, benchmarking and professional development for your board and senior leadership group.
- We partner with you to develop a tailored solution through focused diagnostic tools to help evaluate your needs.
- Our education programs can be contextualised to your industry.
- Leading-edge advice on the key issues facing your board and senior management team.
- Benchmark your organisation against others in your market to help enhance your performance.

Suitable for
Whole boards and organisations looking to implement best practice governance, build capabilities and raise performance.
Organisations looking for advice, benchmarking and tangible improvements around board effectiveness.

Enrol now acid.com.au/advisory
**Board Committee Series: Part 1**

**Level:** Starting  •  **DPD:** 5 units  •  **Duration:** 1 hour

**Learning Outcomes**
- Understand when and why you need to form a committee.
- Learn what is required by law.
- Gain clarity on committee authority, composition, purpose and charter.
- Explore the relationship between committee, board and management.

**Suitable for**
Executives or directors who are new to a committee or wanting to understand the processes involved in setting up a committee.

Register now aicd.com.au/webinars

**Effective Board Meetings**

**Level:** Strengthening  •  **DPD:** 5 units  •  **Duration:** 2 hours

**Learning Outcomes**
- Recognise what makes an effective board meeting.
- Learn to plan and structure meetings effectively including processes to follow before, during and after a meeting.
- Gain practical information about how to improve individual and whole of board performance.
- Discover strategies for preparing for and participating in successful board meetings.
- Listen to interviews with leading directors.

**Suitable for**
Practising directors and chairs looking to improve the structure and processes of their board meetings and enhance their contribution.

Enrol now aicd.com.au/elearning

**Board Committee Series: Part 2**

**Level:** Strengthening  •  **DPD:** 5 units  •  **Duration:** 1.5 hours

**Learning Outcomes**
- Take an in-depth look at the role of board committees.
- Explore how different committees are run, including best practice guidelines.
- Discuss emerging trends relevant to both traditional and emerging board committees.

**Suitable for**
Executives or directors who are new to a committee or wanting to understand the processes involved in setting up a committee.

Register now aicd.com.au/webinars
Advanced Not-for-Profit Governance

Learning Outcomes

- Recognise the role of the board in leading the executive, organisation and stakeholders in the areas of strategy and risk.
- Gain clarity on the issues facing the board with respect to funding and sponsorship arrangements.
- Learn techniques for ongoing monitoring of the organisation’s financial health and performance.
- Gain insight into board composition, board structure and internal board processes that add value to the organisation.
- Learn how to apply procedures and processes to enable effective board meetings.
- Take away practical frameworks and tools to assist with driving organisation and board performance.

This program comprises of two half-day courses, which can be undertaken individually or combined for a packaged rate.

Part 1 – Driving and Monitoring Not-for-Profit Performance

Develop an understanding of the board’s obligations in developing, executing and monitoring your organisation’s strategic direction, risk management and financial health and performance.

Part 2 – Not-for-Profit Board Dynamics and Governance Culture

Identify and apply tools and frameworks for improving board dynamics and internal culture for better board decision-making and enhanced board performance.

Suitable for

Directors and senior executives of not-for-profit organisations.

Recommended Preparation

- Foundations of Directorship™
- Company Directors Course™
- Governance Foundations for Not-for-Profit Directors

Enrol now aicd.com.au/shortcourses
### Advanced Not-for-Profit Governance for Indigenous Boards

**Level:** Strengthening  •  **DPD:** 10 units  •  **Duration:** 1 day

**In-House**

**Learning Outcomes**
- Outline the role of the board in leading the executive, organisation and stakeholders in areas of sustainability, strategy and risk.
- Identify techniques for ongoing monitoring of the organisation’s strategic plan and its objectives.
- Discuss the impact of ethics, behaviour and culture on board performance.
- Identify criteria for measuring board performance.

**Suitable for**
Directors and senior executives of Indigenous, not-for-profit organisations.

**Recommended Preparation**
- *Foundations of Directorship™*
  - Page 24
- *Company Directors Course™*
  - Page 26
- *Governance Foundations for Not-for-Profit Directors*
  - Page 49

Enrol now aicd.com.au/shortcourses
In April 2019 the AICD released a consultation paper on its Forward Governance Agenda – a program of work seeking to respond to current debates on governance practice and standards. Over 1,200 members responded to the consultation paper through an online questionnaire.

Here’s what they had to say and what we are doing in response.

### Standards and professionalism

Members support a revised AICD Member Code of Conduct with a focus on clear standards of practice, and increased Director Professional Development obligations.

In response the AICD will:

- Commence a formal review of the AICD Code of Conduct, to include consideration of standards of governance practice and options for compliance frameworks.
- Revise the AICD’s Director Professional Development (DPD) scheme to require a focus on priority topic(s) as part of each 3-year DPD cycle.

### Demonstrating accountability

Only a third of members consider existing director accountability mechanisms to be ‘adequate’.

In response the AICD will:

- Increase focus on stakeholder and community understanding of the role of the board and non-executive directors.
- Consider non-prescriptive guidance on board commitments.
- Further research annual director election models and impacts.

### Culture and remuneration

Culture is a high priority for directors. Members want practical guidance on the governance of culture and remuneration.

In response the AICD will:

- Develop new resources to support members in the governance of culture.
- Engage proactively on expectations on the governance of remuneration, promoting appropriate framing of the board’s role with stakeholders.
- Consider scope for good practice guide on governance of remuneration.

### Duties and stakeholders

Members said AICD should lead debate on directors’ duties, and engage with directors, stakeholders and legal experts on the best interests duty and increasing resources for members.

In response the AICD will:

- Refresh AICD resources on directors’ duties to reflect contemporary practice, within the current framing of the best interests duty.
- Support debate with greater stakeholder engagement and new research.
- Provide new guidance on bringing stakeholder voices to the board.
- Increase the prominence of stakeholder views in AICD communications.

### Voice of governance

AICD’s members have also clearly expressed a desire that AICD continue to be a clear and leading voice on good governance practice.

For more information
aicd.com.au/forwardagenda
Organisational

Professional development options for this quadrant cover:

- Governance
- Risk and strategy
- Finance
- Management relations
Starting
- Governance for Directors
- Governance for International Directors
- Governance Foundations for Not-for-Profit Directors
- SME Governance Program: Value Creation for Business Owners
- Strategy and Risk for Directors
- Strategy and Risk for International Directors
- Strategy and Risk for the Not-for-Profit Director
- Finance for Directors
- Finance for International Directors
- Finance for the Not-for-Profit Director
- Interpreting Financial Statements
- Reporting to the Board
- Working with the Board
- Informing the Board – The Power of Effective Board Reports

Strengthening
- Governance in Action
- The Strategic Board
- The Board’s Role in Mergers and Acquisitions in the Not-for-Profit Sector
- Driving and Monitoring Not-for-Profit Performance
- Directors’ Duties: Annual Financial Reporting Considerations for Directors
- Evaluating Board Finances: Part 1 - Interpret, analyse and draw conclusions on the financial statements
- Evaluating Board Finances: Part 2 - Financial ratios, trends and warning signs
- The Board and the CEO
- Governing to Protect Vulnerable People

Mastering
- Applied Risk Governance
- Company Directors Course™ Specialisation:
  - Mergers and Acquisitions
  - Preparing for Sale
  - The Board’s Role in Crisis Management
  - Ensuring Solvency
  - Directing Innovation
  - Mastering Financial Governance
# Governance for Directors

<table>
<thead>
<tr>
<th>Level: Starting</th>
<th>DPD: 10 units</th>
<th>Duration: 1 day</th>
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</thead>
</table>

**Learning Outcomes**

- Understand the duties and responsibilities of a director.
- Gain familiarity with governance and board meeting processes.
- Develop the ability to consider issues from a director’s perspective, as they apply to various organisational structures.
- Become better informed about director and board compliance requirements.
- Receive guidance on how to consider the pros and cons of joining a board to ensure you are making an informed decision.
- Successfully complete all three Foundations of Directorship™ courses and the online assessment to gain the Foundations of Directorship™ certificate and an additional five DPD units.

**Content**

**The Role of the Director and the Board**

- Explains the role of the director and the board in establishing the governance of an organisation.
- Outlines the duties, responsibilities and the rights of directors of private, public and not-for-profit organisations.
- Discusses the roles of the various regulatory bodies.

**Introduction to Board Meetings and Governance**

- Provides an overview of how boards and directors undertake their roles.
- Explores good governance processes and practices.
- Discusses board composition.
- Outlines processes and practices for effective board meetings.

**Suitable for**

Executives, new and aspiring directors, and sole directors who require an introduction to their duties.

Enrol now aicd.com.au/fod

# Governance for International Directors

<table>
<thead>
<tr>
<th>Level: Starting</th>
<th>DPD: 10 units</th>
<th>Duration: 1 day</th>
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</table>

**Learning Outcomes**

- Understand the role and responsibilities of a director in an international context.
- Consider issues from a director’s perspective, as they apply to various organisational structures across different countries and cultures.
- Identify and manage internal and external stakeholder interests when working across borders and how culture may impact on these relationships.
- Immediately apply your learnings to real-world situations.

**Content**

**The Role of the International Director and the International Board**

- Explore the role of the board, directors, chairs, and management in organisations operating across international borders.
- Investigate the role and key functions of the international board and its directors.
- Discuss the impact of different countries and cultures on effective governance.

**Introduction to Board Meetings and International Governance**

- Discover the composition and structure of effective boards and meeting procedures, considering cultural influences that impact board dynamics and how a board exercises its governance responsibilities.
- Outline practices and processes for effective board meetings.
- Discuss the impact of culture on board function and dynamics.

**Suitable for**

Senior executives of multinational organisations, who report to a board, executive and non-executive directors of multinational organisations, and international business owners of private or family companies.

Enrol now aicd.com.au/international
<table>
<thead>
<tr>
<th>Course: Governance Foundations for Not-for-Profit Directors</th>
<th>Course: Governance in Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level:</strong> Starting • <strong>DPD:</strong> 20 units • <strong>Duration:</strong> 1 day</td>
<td><strong>Level:</strong> Strengthening • <strong>DPD:</strong> 5 units • <strong>Duration:</strong> 2 hours</td>
</tr>
<tr>
<td><strong>Face-to-Face</strong></td>
<td><strong>eLearning</strong></td>
</tr>
</tbody>
</table>

**Learning Outcomes**

- Recognise the duties and responsibilities of directors in the not-for-profit environment.
- Gain an appreciation of the potential personal liability of directors.
- Gain an understanding of the governance structures that apply in the not-for-profit context.
- Appreciate the role of directors in overseeing the organisation’s strategy formulation and risk management approach.
- Recognise how directors in the not-for-profit sector can link the financial statements to understand the financial ‘story’ and health of the organisation.

This program comprises of three half-day courses, which can be undertaken individually or as a suite for a packaged rate.

**Duties and Responsibilities of the Not-for-Profit Director**

- Explains the role the not-for-profit director in establishing the organisation’s governance and how the role differs to the commercial sector.

**Strategy and Risk for the Not-for-Profit Director**

- An overview of the director’s role in formulating and overseeing strategy while monitoring and managing risk.

**Finance for the Not-for-Profit Director**

- An introduction to evaluating financial performance through an understanding the major elements of the financial statements and the linkages between them.

**Suitable for**

Newly appointed not-for-profit directors or those seeking their first not-for-profit directorship. Participants also receive the eLearning course ‘Interpreting Financial Statements’ and the webinar recording of ‘The Role of the Not-for-Profit Director’ as preparation for the face-to-face courses.

**Enrol now aicd.com.au/shortcourses**

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**Course: Governance in Action**

**Learning Outcomes**

- Recognise how the board fulfils its functions.
- Learn about appropriate structures for an effective board meeting.
- Discover frameworks for developing a board meeting agenda.
- Recognise appropriate board composition.

**Suitable for**

Experienced directors looking to strengthen their understanding of effective governance practices.

**Enrol now aicd.com.au/elearning**
SME Governance Program: Value Creation for Business Owners

**Learning Outcomes**
- Understand how governance can create value in your business.
- Develop a governance framework for your SME business.
- Apply tools and frameworks to drive growth.

**Content**

**Value Creation through Governance**
- Understand your director roles, duties and responsibilities.
- Establish a governance framework for your business.

**Value Creation through Strategy**
- Link strategy to financial health and value creation.
- Develop, implement and monitor a strategic plan for your SME.

**Value Creation through Financial Management**
- Understand how to produce and interpret financial reports.
- Develop actionable items from report interpretation to improve cashflow.

**Value Creation through Risk Reduction**
- Identify, manage and mitigate risk.
- Develop a risk management plan.

**Suitable for**
Owners and directors of small-to-medium enterprises who are experiencing growth transition and require assistance in understanding the ‘next step’.

Enrol now aicd.com.au/fod

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**Public Sector Governance Forum**

Held annually in Canberra, the Public Sector Governance Forum provides a unique opportunity to go behind the scenes and hear experienced government leaders examine the latest issues and trends in the public sector governance landscape.

**Suitable for**
The forum is designed for public sector executives, directors, committee members and advisers, as well as those from other sectors who collaborate closely with the public sector.

For more information visit aicd.com.au/psgf19
Strategy and Risk for Directors

Learning Outcomes
- Develop a director-oriented view of strategy and risk.
- Create awareness of personal risk appetite in relation to board decisions.
- Examine the effectiveness of adopting a structured approach to formulating strategies.
- Successfully complete all three Foundations of Directorship™ courses and the online assessment to gain the Foundations of Directorship™ certificate and an additional five DPD units.

Content

Introduction to the Strategic Role of the Director
- An overview of basic strategic planning frameworks and the director’s role in formulating and overseeing strategy.
- Introduces a set of practical tools to monitor the implementation of strategies to ensure their success.
- Provides a broad understanding of the link between strategy and financial health or wealth creation.

Risk: Issues for Directors
- An introduction to the director’s role and the board’s responsibility in risk oversight and monitoring.
- Discusses strategic measures and clarifies the organisation’s, board’s and directors’ roles in an international context.
- Outlines a comprehensive process on how to formulate a strategic plan.

Suitable for
Executives, new and aspiring directors, and sole directors who require an introduction to their duties.

Enrol now aicd.com.au/fod

Strategy and Risk for International Directors

Learning Outcomes
- Work more effectively with your board to drive positive performance outcomes.
- Identify and mitigate the risks faced by directors and multinational companies.
- Enrich your contribution to your board and organisation.
- Examine the effectiveness of adopting a structured approach to formulating strategies.
- Develop a clearer perspective on your role in monitoring the implementation of strategic plans, and identify the influence of risk on your organisation and its opportunities.
- Immediately apply your learnings to real-world situations.

Content

Introduction to the Strategic Role of the International Director
- Provides an overview of basic strategic planning frameworks and the director’s role in formulating and overseeing strategy.
- Discusses strategic measures and clarifies the organisation’s, board’s and directors’ roles in an international context.
- Outlines a comprehensive process on how to formulate a strategic plan.

Risk: Issues for International Directors
- An introduction to the director’s role and the board’s responsibility in risk oversight and monitoring.
- Discusses strategic measures and clarifies the organisation’s, board’s and directors’ roles in an international context.
- Outlines a comprehensive process on how to formulate a strategic plan.

Suitable for
Executives accepting their first directorship of a multinational corporation, executives considering accepting a directorship at a multinational, and those who report directly to a multinational board.

Enrol now aicd.com.au/international
Strategy and Risk for the Not-for-Profit Director

Level: Starting  ●  DPD: 5 units  ●  Duration: 3.5 hours

Learning Outcomes
- Appreciate the director’s role in formulating and overseeing strategy, risk oversight, monitoring and management.
- Establish the link between strategy and risk management, risk culture and effective leadership.
- Identify stakeholders and stakeholder management strategies.
- Analyse board issues relating to fundraising and sponsorship.
- Create awareness of personal risk appetite and how it affects board decisions.

Suitable for
Newly appointed directors or those seeking directorships in the not-for-profit sector.

Enrol now aicd.com.au/shortcourses

The Strategic Board

Level: Strengthening  ●  DPD: 10 units  ●  Duration: 1 day

Learning Outcomes
- Investigate the role of the board in developing, implementing and monitoring strategy.
- Discover practical frameworks for strategic thinking and apply learning through the use of case studies.
- Take away practical steps and tools to assist with strategy development and drive organisational performance.

Recommended Preparation
Company Directors Course™ Page 26

Suitable for
Managing directors, CEOs, directors, consultants and senior managers who seek a greater appreciation of the strategic role of the board.

Enrol now aicd.com.au/shortcourses

The Board’s Role in Mergers and Acquisitions in the Not-for-Profit Sector

Level: Strengthening  ●  DPD: 5 units  ●  Duration: 3.5 hours

Learning Outcomes
- Gain insight into the commercial, legal and strategic issues faced when considering a merger or acquisition in the not-for-profit sector.
- Learn to assess the suitability of a proposed merger or acquisition.
- Gain the skills to successfully guide your organisation through the transition.

Suitable for
Directors and senior executives of not-for-profit organisations.

Enrol now aicd.com.au/shortcourses
## Driving and Monitoring Not-for-Profit Performance

**Level:** Strengthening  •  **DPD:** 5 units  •  **Duration:** 3.5 hours

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
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<tbody>
<tr>
<td>- Critically evaluate the role of directors of not-for-profit boards in driving performance, resilience and sustainability.</td>
</tr>
<tr>
<td>- Recognise the current challenges facing the board in driving the development of an enduring organisation able to effectively fulfil its purpose.</td>
</tr>
<tr>
<td>- Identify and analyse significant strategic issues facing the board that will impact the sustainability and success of the organisation.</td>
</tr>
</tbody>
</table>

**Suitable for**
Directors and senior executives of not-for-profit organisations.

**Recommended Preparation**
- *Foundations of Directorship™*
  Page 24
- *Company Directors Course™*
  Page 26
- *Governance Foundations for Not-for-Profit Directors*
  Page 49


## Applied Risk Governance

**Level:** Mastering  •  **DPD:** 5 units  •  **Duration:** 3.5 hours

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
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<tbody>
<tr>
<td>- Consider processes for setting and reviewing risk appetite/tolerance and the relationship between organisational culture and risk appetite/tolerance.</td>
</tr>
<tr>
<td>- Review the interrelationship between risk and strategy and between risks and organisational activity.</td>
</tr>
<tr>
<td>- Examine the function of the board’s risk committee and board risk reporting systems.</td>
</tr>
</tbody>
</table>

**Suitable for**
Chairs, directors and executives involved in risk management.

**Recommended Preparation**
- *Company Directors Course™*  Page 26

Learning Outcomes

· Develop a strategic framework for how to approach your company’s journey for growth through mergers and acquisitions.
· Clarify the director’s role in strategy, risk and finance within the mergers and acquisitions context.
· Discuss the board’s role in ensuring performance through the merger process.
· Make powerful networking and business connections with peers in a specific area of interest.

Suitable for
Past participants of the Company Directors Course™ wanting to launch an acquisition strategy.

Recommended Preparation
Company Directors Course™ Page 26
Enrol now aicd.com.au/specialisations
Company Directors Course Specialisation: The Board’s Role in Crisis Management

Level: Mastering • DPD: 10 units • Duration: 1 day

Face-to-Face

Learning Outcomes
- Develop a framework for how to approach a crisis situation for your business.
- Gain knowledge directly from industry experts who have managed a variety of crises for many businesses.
- Make powerful networking and business connections with peers in a specific area of interest.

Suitable for
Past participants of the Company Directors Course™ looking to gain confidence in their planning, approach and response to a crisis situation.

Recommended Preparation
Company Directors Course™ Page 26

Enrol now aicd.com.au/specialisations

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NSW ONLY

Company Directors Course Specialisation: Ensuring Solvency

Level: Mastering • DPD: 10 units • Duration: 1 day

Face-to-Face

Learning Outcomes
- Develop a framework for identifying and mitigating early warning signs of business downturn, ensuring director duties relating to insolvency and safe harbour provisions are upheld.
- Gain knowledge directly from industry experts who have advised boards in their planning and approach to organisational turnarounds.
- Make powerful networking and business connections with peers in a specific area of interest.

Suitable for
Past participants of the Company Directors Course™ looking for the confidence and tools to govern and turn around a business in times of financial distress.

Recommended Preparation
Company Directors Course™ Page 26

Enrol now aicd.com.au/specialisations
Company Directors Course Specialisation: Directing Innovation

Level: Mastering  ●  DPD: 10 units  ●  Duration: 1 day

Learning Outcomes
- Build resilience and capability to govern an organisation through business model disruption.
- Develop a more agile perspective on how your business could strategically operate in a Volatile, Uncertain, Complex and Ambiguous (VUCA) world.
- Gain knowledge directly from industry experts who have advised boards in their planning and approach to innovation and disruption.
- Make powerful networking and business connections with peers in a specific area of interest.

Suitable for
- Past participants of the Company Directors Course™ looking for the confidence and tools to govern their organisation through uncertain times.

Recommended Preparation
Company Directors Course™  Page 26
Enrol now aicd.com.au/specialisations

Governance Leadership Centre®

The AICD’s Governance Leadership Centre (GLC) is a think-tank that provides new perspectives on governance and focuses on the link between governance and business performance.

We create and curate insightful content about governance issues in Australia, and draw on insights from around the world. Our content includes original research, interviews, opinions, thought leadership pieces and commentaries.

We champion new thinking and approaches to governance innovation that:
- Drive organisational performance in a rapidly-changing environment; and
- Contribute to economic growth and social benefit.

The GLC is the go-to place for ‘over-the-horizon’ thinking on governance. It is the Australian resource centre for world class governance.

Find out more and sign up to our monthly newsletter at aicd.com.au/glcc
Finance for Directors

Learning Outcomes
· Obtain a director-oriented view of finance.
· Recognise financial and non-financial indicators of company performance.
· Gain skills to assess the financial position of a company.
· Develop an understanding of legal and other obligations in relation to financial statements and reporting.
· Immediately apply your learning to a real-world situation.
· Successfully complete all three Foundations of Directorship™ courses and the online assessment to gain the Foundations of Directorship™ certificate and an additional five DPD units.

Content
Introduction to Financial Statements for Directors
· Provides a straightforward introduction to financial statements from the director’s perspective.
· Reviews the three key financial statements: balance sheet, income (profit and loss) and cash flow.
· Outlines directors’ duties with regard to financial statements and systems.

Assessing Financial Performance for Directors
· Provides a guide to the financial performance of a company from the director’s perspective.
· Introduces key financial ratios and how directors can use them.
· Discusses the financial and non-financial indicators of company performance.

Suitable for
Executives, new and aspiring directors, and sole directors who require an introduction to their duties.

Enrol now aicd.com.au/fod

Finance for International Directors

Learning Outcomes
· Work more effectively with your board to drive positive performance outcomes.
· Learn a financial vocabulary that is in general use across most entity types, and gain skills to assess the financial position of your organisation.
· Discuss what financial aspects you should be reviewing to evaluate company performance and develop understanding of how to measure the productivity and efficiency of your organisation.

Content
Introduction to Financial Information for International Directors
· A straightforward introduction to financial statements from the director’s perspective.
· Reviews the three key financial statements: balance sheet, income (profit and loss) and cash flow.
· Discusses how directors use these statements in monitoring financial performance.

Assessing Financial Performance for International Directors
· A guide to the financial performance of a company from the director’s perspective.
· Introduces key financial ratios and how directors can use them.
· Discusses the financial and non-financial indicators of company performance.

Suitable for
Executives accepting their first directorship of a multinational organisation and those who are considering accepting a directorship at a multinational organisation.

Enrol now aicd.com.au/international
Finance for the Not-for-Profit Director

Level: Starting  ●  DPD: 5 units  ●  Duration: 3.5 hours

Learning Outcomes
- Identify the major elements of financial statements and the linkages between them.
- Appreciate a director’s duties with regard to a company’s financial statements and financial reports.
- Evaluate financial performance by reviewing financial statements over time.
- Use financial data in analysing simple financial ratios.
- Apply and interpret financial ratios applicable to not-for-profit organisations.
- Appreciate how to evaluate solvency, what should be done and when.
- Discuss the board’s role in improving financial performance.

Suitable for
Newly appointed not-for-profit directors or those seeking directorships in the not-for-profit sector.

Enrol now aicd.com.au/shortcourses

Interpreting Financial Statements

Level: Starting  ●  DPD: 5 units  ●  Duration: 3 hours

Learning Outcomes
- Identify the three main types of financial statements and their relationship to each other.
- Assess financial trends and ratios.
- Identify questions to ask when assessing the organisation’s financial performance.
- Identify early warning signs of insolvency.
- Those with a basic through to a more comprehensive understanding of financial concepts.

Suitable for
The course allows learners to self-select the level of learning needed and is therefore suitable for those with a basic through to a more comprehensive understanding of financial concepts.

Enrol now aicd.com.au/elearning

Director Sentiment Index (DSI)

Now in its ninth year, the Director Sentiment Index (DSI) is a key indicator of the issues that are important to our members and the wider director community. It is a driver for discussions on the economy, policy reform and corporate governance and is one way we consult and engage with members on advocacy issues.

Conducted bi-annually, the survey measures the opinions, current priorities, future intentions and expectations of Australia’s directors and is the only index of its kind in Australia.

To find out more visit aicd.com.au/advocacy/research
Directors’ Duties: Annual Financial Reporting Considerations for Directors

Level: Strengthening  ●  DPD: 5 units  ●  Duration: 1 hour

Learning Outcomes
- Understand directors’ duties with regard to financial statements and financial reports.
- Learn the associated processes that should be implemented.
- Identify the potential legal ramifications of signing off the accounts.
- Develop strategies for effective financial governance.

Suitable for
Directors wanting to confirm their duties regarding signing off company financial accounts.

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Mastering Financial Governance

Level: Mastering  ●  DPD: 10 units  ●  Duration: 1 day

Learning Outcomes
- Consider the key financial reporting obligations of the board.
- Gain an advanced understanding of how to identify financial risks and harness opportunities.
- Examine the contentious financial issues that boards commonly face and consider ways in which they may be handled.

Suitable for
Directors from either a financial or non-financial background. Directors of large private and small to medium organisations.

Recommended Preparation
Company Directors Course™  Page 26

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Evaluating Board Finances: Part 1 - Interpret, analyse and draw conclusions on the financial statements

Learning Outcomes
- Gain skills and build confidence in being able to analyse and interpret the three financial statements.
- Draw conclusions as to what financial statements are saying.
- Identify key questions directors should ask in relation to issues discovered.

Suitable for
Directors from a non-financial background. Directors of large private and small-to-medium organisations.

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Evaluating Board Finances: Part 2 - Financial ratios, trends and warning signs

Learning Outcomes
- Gain skills and build confidence in calculating financial ratios and interpreting KPIs and computer-generated spreadsheets.
- Draw conclusions as to what the ratios are saying.
- Develop financial dashboards that assist with clearer identification of trends and warning signs.

Suitable for
Directors from a non-financial background or those with some financial understanding. Directors of large private and small-to-medium organisations.

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Reporting to the Board

Level: Starting  ●  DPD: 5 units  ●  Duration: 3.5 hours

Learning Outcomes
- Define the needs of the board and the role of management in board reporting.
- Identify the objectives of board reporting and the structure and purpose of the various types of board reports.
- Outline what the board looks for in executive reports and learn effective methods to write papers for maximum impact.
- Develop effective board presentation skills.

Suitable for
Executives and directors or those who report directly to a board.

Recommended Preparation
An understanding of corporate governance.

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Working with the Board

Level: Starting  ●  DPD: 10 units  ●  Duration: 1 day

Learning Outcomes
- Experiential learning situation that simulates the critical interactions between executive managers and the board.
- Articulate the executive’s role in governance processes to facilitate better decision making.
- Differentiate the roles of the board and executives in developing strategy and managing risk.
- Investigate links between risk management, risk appetite, and effective leadership.
- Create appropriate metrics to measure and report on strategy.

Suitable for
Executives working with the board to develop strategy and monitor risk. New directors wishing to gain greater insight into the interaction between the executive and the board. A two-day variation is available for those wishing to explore the underlying theory, and includes a deeper examination of director and executive roles through additional practical activities.

Recommended Preparation
Existing knowledge of risk management concepts and effective board reporting is assumed.

Find out more aicd.com.au/advisory
Informing the Board – The Power of Effective Board Reports

**Learning Outcomes**
- Understand what board members look for in board papers.
- Learn about common mistakes in board paper construction and how to avoid them.
- Identify the characteristics of a good board paper.
- Take away tips for preparing informative, succinct papers.

**Suitable for**
Senior managers and aspiring or new directors who are seeking to enhance their understanding of good practice, preparation and presentation of reports to the board.

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The Board and the CEO

**Learning Outcomes**
- Improve your knowledge of CEO selection and remuneration.
- Determine how to monitor the CEO’s performance.
- Learn about the board’s mentoring role.
- Gain insight into board-CEO dynamics and how to ensure good working relationships.
- Recognise the requirements of succession planning.

**Suitable for**
Chairs, non-executive directors, CEOs and whole boards.

**Recommended Preparation**
*Company Directors Course™*  Page 26

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Governing to Protect Vulnerable People

**Learning Outcomes**
- Examine the director’s role and responsibilities in protecting vulnerable people.
- Identify the scope of your organisation’s risks in relation to vulnerable people.
- Understand the nature of organisational culture and how to implement and maintain a culture of safety.
- Evaluate the efficacy of policies and procedures and how to monitor compliance.

**Suitable for**
New and existing directors seeking a greater understanding of the governance requirements when working with vulnerable people.
Directors seeking to establish or improve the safety culture within their organisations.
CEOs and managing directors of organisations.
The Australian Institute of Company Directors acknowledges the Gadigal people of the Eora Nation as the Traditional Owners of the land on which the organisation’s national office is located.

We respectfully recognise Elders past, present and future.

We acknowledge the Traditional Custodians of lands across Australia where division offices are located, in Adelaide, Brisbane, Canberra, Hobart, Melbourne and Perth and their Elders past, present and future.

We would also like to recognise the individuals and organisations we have worked with during the development of our Reconciliation Action Plan (RAP) and those over many years that have provided input, advice and support for the development of our Indigenous governance programs. We recognise the importance of working together with Aboriginal and Torres Strait Islander peoples for the future sustainability and strength of our organisations and communities.

Read our whole reconciliation plan online at aicd.com.au/about/reconciliation-action-plan
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