

## Objective

To design a Professional Development Framework that offers a range of education and development activities that cater for the Senate as a cohesive group, the various working parties and committees and individual needs of new and continuing members.

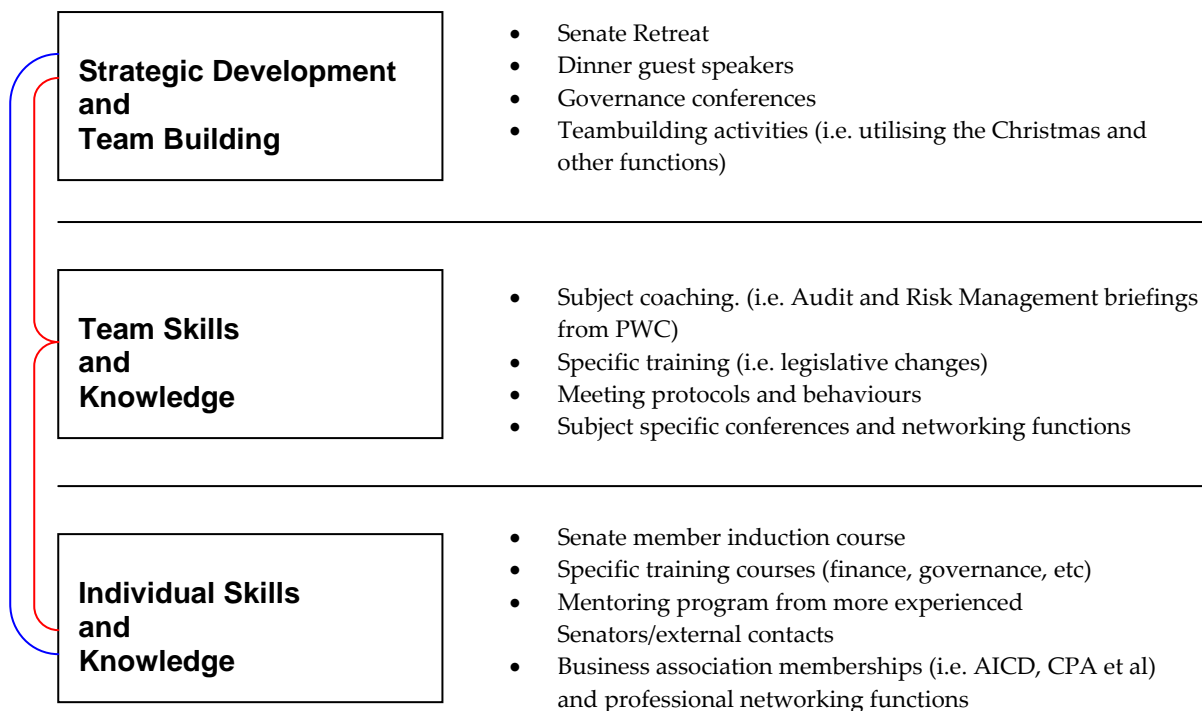
## Methodology

It is proposed to take a tiered approach to ensure that Senate members' training and development needs are tailored relative to their experience in governance matters in a flexible, yet consistent approach.

This approach would provide learning opportunities for Senate as a group; propose options for specific training topics to be provided for the various standing committees and intensive skill and knowledge training at an individual level. This would be particularly relevant to the newer members of Senate. At any time Senate members could be engaged in one or a number types of professional development activities.

This would provide the most cost effective and consistent approach for effective learning and development.

## The Model



## Identifying professional development needs

The Senate Charter section 13 provides for Murdoch University to offer professional development for Senate members.

Funds are allocated within the Legal and Governance budget to accommodate these plans.

Murdoch University Manager Staff Development and Director Human Resources can assist the Chancellor in identifying potential training and development opportunities.

## Responsibilities

The **Chancellor** is responsible for:

- Issuing the development framework for all Senate members;
- Ensuring new Senate members undertake the induction programme; and
- Assisting the Chairs of Committees and Working Parties in identifying subject training and development needs.

The **Chairs** of the various standing committees or working parties are responsible for:

- Identifying any team development needs for the committees.

Each **Senate member** is responsible for:

- Alerting the Chancellor of their own development needs in order to fulfil their Senate responsibilities; and
- Offering suggestions on potential activities that could provide suitable training, development or experiences for either Senate as a whole or Senate members individually.

The **Director Human Resources** is responsible for:

- Developing a comprehensive yet flexible professional development framework for Senate members in consultation with nominated Senate members and the General Counsel & University Secretary; and
- Sourcing appropriate training and development activities and experiences to support the Professional Development Framework (refer to Attachment One).

The **General Counsel & University Secretary** is responsible for:

- Monitoring and coordinating the Senate induction training programme for new members in accordance with clause 13.3 of the Senate charter;
- Reviewing the Senate induction training programme for currency/relevance;
- Providing new Senate members with necessary support information and material about the role of Senate members;
- Providing input into the design and training objectives of the Professional Development Framework for Senate members; and
- Delivering annual seminar concerning statutory duties for members of Senate.

## Potential training and development activity providers

(Examples but not limited to those suggested below)

Activity Type	Description	Provider
<b>Conferences</b>		
	Annual Corporate Governance Conference	<ul style="list-style-type: none"> <li>Institute for Governance University of Canberra</li> </ul>
<b>Networking Functions</b>		
	Attend professional association functions with some invited guests with links to the University	<ul style="list-style-type: none"> <li>AICD</li> <li>Chamber of Commerce &amp; Industry</li> </ul>
<b>Skills Training</b>		
	University Induction program, new duties and Code of Conduct	<ul style="list-style-type: none"> <li>Murdoch University - General Counsel &amp; University Secretary</li> </ul>
	Governance knowledge	<ul style="list-style-type: none"> <li>Institute for Governance (various courses)</li> </ul>
	Finance training (in accordance with Senate Resolution S/06/2003)	<ul style="list-style-type: none"> <li>Office of Financial Services in conjunction with the Australian Institute of Company Directors (AICD)</li> </ul>
	Meeting protocols and behaviours	<ul style="list-style-type: none"> <li>Internal resource</li> </ul>
<b>Dinner Speakers</b>		
	External Internal	<ul style="list-style-type: none"> <li>Identified leaders in Academic and Business Governance</li> <li>Executive Deans/PVCs/Deans</li> </ul>
<b>Coaching and Mentoring</b>		
	One-on-one development	<ul style="list-style-type: none"> <li>People Solutions</li> <li>Experienced Senators</li> </ul>
<b>Team skills</b>		
	Senate Retreat – Annual planning for the whole Senate Group with SEG members	<ul style="list-style-type: none"> <li>Chancellor and VC to organize a facilitated session</li> </ul>
	Audit Update Sessions for Audit and Risk Management Committee	<ul style="list-style-type: none"> <li>Simon Ford from PWC</li> </ul>

Contacts for booking/scheduling training and development activities.

Mr. Michael Jones  
 Manager Staff Development  
 Murdoch University  
 Level 3, Chancellery Building  
 Ph: 93607385  
 Email: [michael.jones@murdoch.edu.au](mailto:michael.jones@murdoch.edu.au)

Greta vom Berg  
 Director Human Resources  
 Murdoch University  
 Level 3, Chancellery Building  
 Ph: 93602601  
 Email: [g.vomberg@murdoch.edu.au](mailto:g.vomberg@murdoch.edu.au)

In accordance with Senate resolution S/06/2003 training and information for members of Senate is provided by a combination of externally and internally sourced facilitation.

The foundations for financial skills for members of Senate are provided by the completion of a 1-day program facilitated by the Australian Institute of Company Directors (AICD). This program consists of two parts: i) Introduction to Financial Statements for Directors, and ii) Assessing Company Performance for Directors.

The outline for this program is provided below.

Additionally a program provided by the Office of Financial Services will provide Senate members with an understanding of the University sector approach to financial matters, together with a study of the particular financial statements and information produced by Murdoch University.

### **Provision of programs**

In 2005 both the AICD and Office of Financial Services components will be offered to any member of Senate wishing to attend (dates to be arranged). In subsequent years new members of Senate will be able to attend a public offering of the AICD program (offered approximately 4 times per year) followed by a 1-1 session with a member of the Office of Financial Services.

### **Content of AICD Programs**

#### *Introduction to Financial Statements for Directors*

At the end of the program participants will be able to:

- Understand the major elements of the financial statements
- Understand the linkages between the financial statements
- Identify a director's duties with regards to a company's financial statements and reports

Program:

- Introduction to Financial Statements
- Accounting conventions and standards
- Two case studies designed to cover the fundamentals of the content and meaning of financial statements
- Not-for-profit companies
- Goodwill
- Directors duties regarding financial statements

#### *Assessing Company Performance for Directors*

At the end of the program participants will be able to:

- Understand how to use financial data in calculating simple financial ratios
- Be able to apply and interpret key financial ratios
- Identify general ratios used for a board to monitor performance
- Understand how to evaluate solvency, what should be done and when

Program:

- Analysis of Company Performance using ratios covering liquidity, operating performance, financing and profitability
- Two ratio case studies – one commercial and one not-for-profit
- Non-financial performance indicators
- Duties regarding insolvency and ideas for detecting insolvency

**SENATE PROCESSES**

Resolution S/6/2003

*[Meeting date: 24-2-2003]***Financial Training of Senators**

Last year the Senate processes working party had recommended financial training for Senators. This recommendation was withdrawn for further consideration, in light of suggestions from some Senators. The working party had considered the matter further and now brought forward a modified recommendation. On its advice, the meeting

**RESOLVED**

- (a) that financial management training be provided by the University for all interested Senators;
- (b) that any new members of the Audit and Risk Management Committee or Resources Committee who do not have the financial skills or knowledge to read a set of accounts be expected to undergo this training;
- (c) that the training be in a Murdoch University context, not simply generic, with a focus on reading the current year's budget and the most recent financial statements;
- (d) that this training be conducted both in the city and on campus;
- (e) that this training be offered each year for new Senators.