

Director Induction

Guidelines for New Directors



Club Directors Institute



Introduction

Congratulations on joining the board of your club.

Whether you are here through election by your peers or appointment by your board, you have joined a select group of club members who have been given the responsibility of the stewardship of your club into the future.

Stewardship of our clubs — and the essential community services that they entail — is a task of great importance. Maintaining relevance to our communities, as they evolve year after year, to ensure the long-term sustainable and profitable delivery of their products and services, is both a challenging and rewarding task. We have developed the *Director Induction Guidelines* to assist you and your board as you commence your role as a director of your club.

These guidelines contain templates and checklists covering induction by the Chair and club manager, role expectations, rules for staff engagement, board meeting attendance, compliance and training. They are intended to be used only as a guide and their adoption (in full or in part) depends entirely upon your club's constitution.

With increasing scrutiny of governance in Australia, ensuring you are aware of your legal and moral responsibility as a director is vital. ClubsNSW safeguards and supports you and your club by providing all the tools for training and education in governance and operational oversight to ensure you effectively execute your role.

We look forward to seeing you at our many educational and industry events as you undertake your directorship with your club.

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Clubs can adjust this template to suit their specific needs.

1 Induction Guide for New Directors

Welcome and congratulations on your election to the board. To ensure that you have all the information to actively participate at the next board meeting on *(insert board meeting date)* below is an induction program to assist in your director role.

Induction with the Chair

Inductions with the Chair and the club manager should take place after the new director has studied these induction guidelines.

This will give the new director the opportunity to ask questions and provide feedback/ideas.

The first step the Chair will take you through is the Skills Diversity Matrix that identifies the skills available on your current board, highlighting any gaps that may need to be filled, and providing a snapshot of skills for each director that would need to be replaced, should they step down from the board.

Overview of the Current Strategic Plan

The Chair will then highlight opportunities for the club, challenges and immediate priorities, and the next strategic planning review date.

Role Expectations

The Chair will:

- explain club expectations in terms of code of conduct, meeting attendance, protocol if unable to attend meetings, complaints procedures and any other club specific duties and protocols needed - reinforcing confidentiality and team work
- explain election structure (annual, biennial, triennial).
- update the board skills matrix at this meeting.
- explain the annual director role review process (if it exists) and discuss individual training and development opportunities.
- ensure that *Director Foundation & Management Collaboration and Finance for Club Boards* training is undertaken in a timely manner, in compliance with legislation and club constitutional requirements.

Induction with the Club Manager

Although a director's role is strategic and NOT operational, spending some time with the club manager is critical in providing a strategic overview of the club's Key Result Areas (KRAs) that drive the financial wellbeing of the club.

The club manager will go through the three-monthly financials and areas of club opportunity and strengths. This will not only assist the club manager in getting to know you but also help them achieve a better understanding of your skills.

Checklist

Review

Clubs can adjust this template to suit their specific needs.

- ☐ Club Constitution
- ☐ Quarterly financial reports
- ☐ Director role description
- ☐ Current strategic plan
- ☐ Board structure: sub committees and their charters, board positions (vice chair, treasurer etc)
- ☐ Process for annual director role review (if it exists)
- ☐ ClubGRANTS process (if applicable) and current recipients
- ☐ Register of disclosures

To sign and return to Board Chair

- ☐ Confidentiality Agreement
- ☐ Code of Conduct
- ☐ Anti-bullying and Harrassment Policy
- ☐ Equal Opportunity Policy
- ☐ Workplace Health and Safety Policy

Induction Dates

- | | | | |
|--------------------------|--------------|------|------|
| <input type="checkbox"/> | Board Chair | Date | Time |
| <hr/> | | | |
| <input type="checkbox"/> | Club Manager | Date | Time |
| <hr/> | | | |

This Director's role description is meant to be used only as a guideline.

Clubs can adjust this template to suit their specific needs.

2 Director Role Description (Template)

Congratulations on being elected to the Board of *(club name)*.

Below is a very general summary of the key duties expected of all directors. However, you may be asked to undertake other tasks, activities and projects during your tenure as a director, after mutual agreement with the board's president/chair.

As a director your core role is strategic and you will be expected to:

- uphold the traditions and public reputation of your club
- conduct the business and affairs of the club in accordance with the club's constitution in the best interests of the club and all members
- not pander to a minority of members – strike a balance
- comply with the law and the club constitution
- think independently but act in concert.

Staff Interactions*

All staff are answerable to the club management team. As a director, you should not:

- interfere in the day-to-day running of the club
- manage, delegate to or become involved with staff
- ignore issues you may see in the club, but address them through the correct channels (via the CEO/secretary manager).

**These rules are not applicable for small clubs that are run by the directors.*

Board Meetings**

As per the Constitution of *(club name)*:

- directors are expected to attend a minimum of *(no. of meetings)* during a 12-month period
- all non-attendance at board meetings should be advised in writing to either the president/chair or the club CEO/secretary manager
- if *(no. of meetings)* meetings are missed consecutively without any contact with the president/chair or the club CEO/secretary manager, your position as a director may be in jeopardy – every situation will be considered individually and circumstances taken into account
- directors should read and understand all board papers *prior* to the meeting
- directors should participate actively and respectfully in all board discussions

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- directors must act in concert with decisions taken by the board
 - directors must maintain complete confidentiality of all board issues, ensuring that all dialogue, written and spoken from board meetings remains strictly confidential
 - sub-committee (if relevant, there may be a separate role description for any subcommittee you may be appointed to).

***Please note that these are only guides and will be dependent upon the guidance in your club constitution.*

Compliance

As a director, you will need to follow all Federal and State legislation and the dictates of your club constitution by ensuring that you:

- comply with the statutory duty of care and due diligence
- exercise your powers and discharge your duties in good faith in the best interests of the club and for a proper purpose
- do not improperly use your position, or information that you obtain as a director, to gain advantage for yourself or someone else, or cause detriment to the club
- disclose to other directors any material personal interest in a transaction
- adhere to your club's code of conduct.

Training & Development***

As per the Constitution of (*club name*):

- directors must attend the Mandatory Director Training (*Director Foundation & Management, Finance for Club Boards*) within 12 months of your election or appointment to the board or gain exemption approval
- directors should attend Club Directors Institute (CDI) Professional Development Seminars or Days (if you are a member)
- directors should stay relevant and up to date with club industry knowledge.

**** Please note that these are only guides and will be dependent upon the guidance in your club constitution. There may be other training requirements e.g. a Cert IV in Governance, that may be a club-specific requirement.*



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