Professional Development Handbook

A guide to your professional development pathway

Suitable for Directors:
Starting | Strengthening | Mastering

Discover more at
aicd.com.au/education

Contents

Acknowledgment of Country

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 divisional offices are located, in Adelaide, Brisbane, Canberra, Hobart, Melbourne and Perth, and their Elders past, present and future.

Artwork:
This Way Together (Ngiyakai Yapung)
by Saretta Fielding

Creating better boards and stronger organisations.

The Australian Institute of Company Directors (AICD) is committed to strengthening society through world-class governance.

We aim to be the independent and trusted voice of governance, building the capability of a community of leaders for the benefit of society. Our 50,000 members include directors and senior leaders from business, government and the not-for-profit sectors. Find out more about the services we offer.

MEMBERSHIP | aicd.com.au/membership

Join the world's largest director institute and benefit from expert insights and information, relevant tools and resources, and access to professional directors and business leaders.

EDUCATION | aicd.com.au/courses

Delivered by experienced directors and facilitators, our range of courses, events and webinars explore contemporary governance issues to build your director capability and performance.

ADVOCACY | aicd.com.au/advocacy

Informed by the insights of our diverse membership, we advocate on behalf of members to governments, regulators and the media for improved governance standards, practices and regulation.

ADVISORY | aicd.com.au/advisory

Enhance the performance of your board and senior leadership team with advice, benchmarking and bespoke professional development from our Board Advisory Services team.

Your professional development journey.

We recognise that your director development is an ongoing journey and we are dedicated to supporting you throughout your director career.

Our *Professional Development Handbook* showcases our extensive range of courses, each developed in consultation with practising directors and subject matter experts.

It will help you identify a learning pathway aligned to your current and future development needs.

Five steps to identifying your way forward

STEP ONE

IDENTIFY YOUR STRENGTHS AND AREAS FOR DEVELOPMENT

AICD's Corporate Governance Framework™ summarises the four essential areas of focus for directors: individual, board, organisational and stakeholder. Effective directorship involves demonstrating capability in each of these key areas.

Developed with advice from leading Australian directors, and through an international review, the framework is used by the AICD to guide the development of products and services that support directors on their professional development journey.

SELF-ASSESSMENT TOOL (SAT)

Designed to help directors identify areas of strength and opportunities for development, in line with the key segments of the Corporate Governance Framework®, this confidential self-assessment tool provides guidance around your professional development needs.

Click here to complete online

GOVERNANCE ANALYSIS TOOL™ (GAT)

Designed to help boards focus on their governance system as a whole and how it aligns to the Corporate Governance Framework®, this guided self-assessment tool helps boards identify areas of strength and opportunities for improvement.

Click here to view online
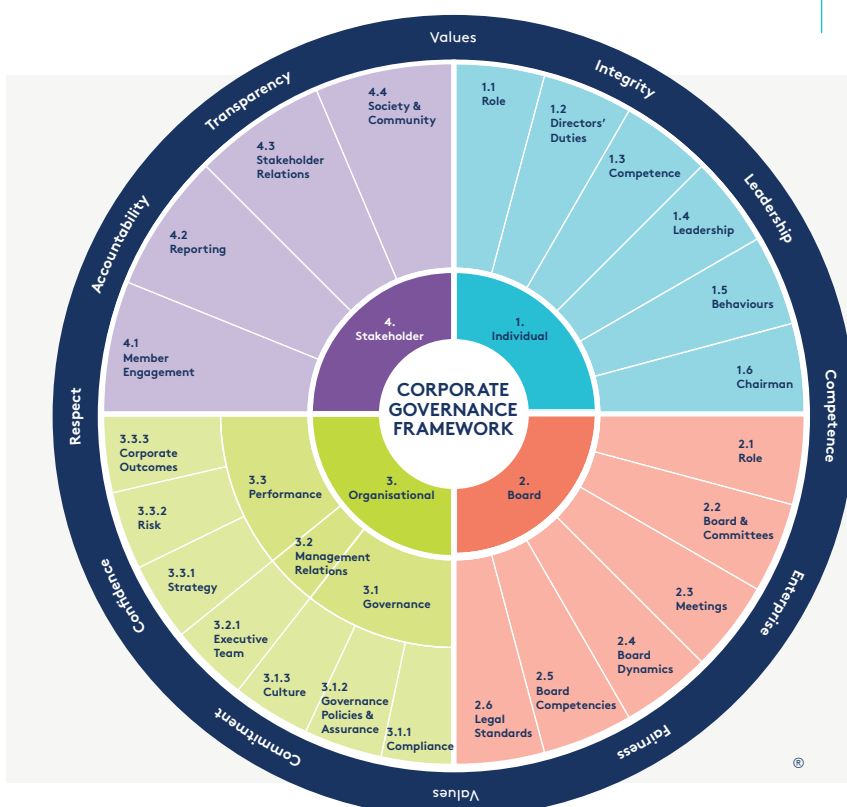
Each course contained within this handbook references its place within the *Corporate Governance Framework®*.

- INDIVIDUAL
- BOARD
- ORGANISATIONAL
- STAKEHOLDER
- CORE

Click here to view online

STEP TWO

IDENTIFY YOUR LEARNING LEVEL

Our courses are designed to support directors at each stage of their career.

Tailor your development to the level that's right for you.

STARTING
For new and aspiring directors looking to build their foundational governance knowledge.

STRENGTHENING
For directors with several years' experience who are looking to build on prior learning and existing governance capabilities.

MASTERING
For highly skilled directors looking to expand the breadth and depth of their knowledge and experience.

YOUR PROFESSIONAL DEVELOPMENT PATHWAY

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, webinars, podcasts and director tools.

STARTING

Start your journey with the *Foundations of Directorship™*

Build your knowledge with our range of starting-level courses and resources.

STRENGTHENING

Strengthen your skills with the *Company Directors Course™*

Our broad range of strengthening-level courses can be customised for your board or business and delivered in-house.

MASTERING

Take your experience further with our *Boardroom Mastery™* program and other courses

STEP THREE

SELECT RELEVANT LEARNING

When you have determined the level of professional development that is right for you, visit **aicd.com.au** to identify the different opportunities available.

STEP FOUR

CHOOSE YOUR PREFERRED LEARNING FORMAT

Many of our courses are delivered in a variety of formats or can be delivered in-house.

Select the option that best suits you.

FACE-TO-FACE

Courses are led by accredited facilitators with relevant director experience and include peer-to-peer learning and networking. Comprehensive reference materials are provided.

ONLINE LEARNING

Led by accredited facilitators, online courses bring the face-to-face classroom experience to you and provide the opportunity to learn with and from your peers.

SELF-PACED AND E-LEARNING

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

IN-HOUSE

Led by accredited facilitators with relevant director expertise, most of our courses can be delivered in-house and tailored to your board and organisation.

WEBINARS

Stay up to date on topical director issues with our interactive webinars. Attend live to have your questions answered or access the recording at a time that suits you.

STEP FIVE

RECORD YOUR PROGRESS

Director Professional Development (DPD) units recognise 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 and includes both formal learning such as courses, events and webinars, and informal learning such as professional reading 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.

AICD members have access to many complimentary products including the annual Essential Director Update event, webinars, podcasts, member newsletters and the award-winning *Company Director* magazine, all of which qualify you for DPD units. You can record your DPD activity in your member profile.

Click here for more on DPD

Flagship courses

We offer a wide range of courses designed to help directors build their knowledge and capability.

Our five flagship courses provide an in-depth exploration of the responsibilities and expectations of directors at the starting, strengthening and mastering levels of directorship.

FOUNDATIONS OF DIRECTORSHIP™
Click to see Page 14

COMPANY DIRECTORS COURSE™
Click to see Page 22

BOARDROOM MASTERY™
Click to see Page 28

Click here for a full list of:

EVENTS | WEBINARS | PODCASTS

Flagship events

Each year we hold two flagship events designed to keep our members informed and connected.

AUSTRALIAN GOVERNANCE SUMMIT®

The Australian Governance Summit is held over two days in March and attracts directors and business leaders from all sectors and industries. With close to 1,500 attendees each year, it is the largest governance event in the Southern Hemisphere.

ESSENTIAL DIRECTOR UPDATE

This complimentary member-only event explores the latest developments and trends impacting all sectors of the governance community. Held around the country, over 6,000 members attend virtually or in person every Spring,

Starting level courses

Designed for new and aspiring directors, business owners and executives who work with boards, our starting level courses will build your foundational knowledge of governance and provide an introduction to the responsibilities of directorship.

BOARD COMMITTEE SERIES PART 1

This webinar is an introduction to board committees and covers the basics of forming a board committee, including what is required by law. It investigates when and why you need to form a committee and provides clarity on committee authority, composition, purpose and charter. It also explores the relationship between committees, the board and management.

This is Part 1 of a three-part series on board committees.

For further information on Parts 2 and 3 see page 20.

TARGET MARKET	All	DPD UNITS (PER PART) 5	HOURS (PER PART) 1	WEBINAR	BOARD
SUITABLE FOR	Executives or directors who are new to a committee or wanting to understand the process involved in setting up a committee.				
PREREQUISITES	None.				

DEVELOPING YOUR DIRECTOR CAREER SERIES

When planning your boardroom career and assessing board opportunities, it is helpful to understand how director recruitment, selection and appointment decisions are made. This webinar series explores these topics over five parts:

- 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: Ongoing Qualitative Due Diligence

TARGET MARKET	All	DPD UNITS (PER PART) 5	HOURS (PER PART) 1	WEBINAR	INDIVIDUAL
SUITABLE FOR	Those seeking board appointments or assessing their current board positions.				
PREREQUISITES	None.				

FINANCE FOR DIRECTORS

Finance for Directors provides a straightforward introduction to how financial statements are used at board level to monitor the financial performance and overall health of a business. Participants will explore the three key financial statements – the balance sheet, the income statement (profit and loss) and the cash flow statement – as well as the non-financial indicators of company performance and the financial aspects of directors' statutory duties.

Finance for Directors can be completed on its own, or as part of the Foundations of Directorship™ program (see below).

TARGET MARKET	All	DPD UNITS 10	DAYS 1	FACE-TO-FACE	ORGANISATION
SUITABLE FOR	• New and aspiring directors.				
	• Company secretaries, CEOs, CFOs and other executives who work with boards.				
PREREQUISITES	None.				

FOUNDATIONS OF DIRECTORSHIP™ ⚑

Foundations of Directorship™ provides a comprehensive introduction to the main responsibilities of directorship – governance, finance, risk and strategy – to help participants establish a director mindset and prepare for a successful director career. The *Foundations of Directorship*™ program is comprised of three one-day courses: *Governance for Directors, Risk and Strategy for Directors and Finance for Directors*. Each course has an optional assessment component. Successful completion of all three assessments earns participants the *Foundations of Directorship Certificate*.

Governance for Directors provides an overview of the duties and responsibilities of directors, the functions of the board, key internal and external relationships, and techniques for conducting effective board meetings. Participants will develop a deeper understanding of how directors and the board can add value to a business.

Risk and Strategy for Directors provides an overview of the board's role in guiding the long-term direction of an organisation and in managing and mitigating risk. Participants gain an awareness of risk management processes - including how to identify, measure and assess risks - and strategic planning, and the value that the risk and strategy process adds to an organisation.

Finance for Directors provides a straightforward introduction to how financial statements are used at board level to drive performance and monitor the overall health of a business. Participants will explore the three key financial statements – the balance sheet, the income statement (profit and loss) and the cash flow statement – along with the non-financial indicators of company performance and the financial aspects of directors' statutory duties.

Each course can be completed on its own, or as part of the Foundations of Directorship™ *program.*

TARGET MARKET	All	DPD UNITS 30	DAYS 3	FACE-TO-FACE 👤	CORE 🔴
SUITABLE FOR	• New and aspiring directors.				
	• Company secretaries, CEOs, CFOs and other executives who work with boards.				
	• Sector-specific variants are available for B2B (Sport, Indigenous, CME, Public Sector).				
PREREQUISITES	None.				

FOUNDATIONS OF DIRECTORSHIP ONLINE ⚐

Foundations of Directorship Online provides a comprehensive introduction to the main responsibilities of directorship – governance, finance, risk and strategy – to help participants establish a director mindset and prepare for a successful director career. The *Foundations of Directorship Online* program is delivered across three days and covers Governance for Directors, Finance for Directors, and Risk and Strategy for Directors.

Delivered online, this format suits those who prefer the flexibility of studying from a location of their choice. The virtual classes are led by accredited AICD faculty, and participants are guided through their course and assessment by a Learning Support Executive.

Virtual classroom sessions are held one day a week for three weeks and participants are required to undertake two weeks of pre-reading prior to course commencement.

The course has an optional assessment component and successful completion earns participants the *Foundations of Directorship Certificate*.

TARGET MARKET	All	DPD UNITS 30	DAYS 3	ONLINE COURSE 🖥	CORE ◓
SUITABLE FOR	• New and aspiring directors, or experienced directors seeking a refresher course.				
	• Company secretaries, CEOs, CFOs and other executives who work with boards.				
PREREQUISITES	None.				

GOVERNANCE ESSENTIALS

Governance Essentials explores the fundamentals of governance and directorship to help you establish yourself as a leader in the boardroom. Participants will explore the role of the board and management in a well-run organisation as well as effective governance practices. Whether you are looking to enter the boardroom, or are a senior manager or new director, this course will help you become more effective in your role.

Delivered online, *Governance Essentials* features the same expert guidance and support as our face-to-face sessions. Held over four weeks, the course combines independent study via e-learning modules with facilitated virtual classroom sessions and peer-group discussions.

TARGET MARKET	All	DPD UNITS 10	WEEKS 4	ONLINE COURSE 🖥	BOARD ◔
SUITABLE FOR	Senior executives, aspiring directors and new directors.				
PREREQUISITES	None.				

GOVERNANCE FOR DIRECTORS

Governance for Directors provides an introduction to the duties and responsibilities of directors, the functions of the board, key internal and external relationships, and practices for effective board meetings. Participants will develop a deeper understanding of how directors and the board add value to a business.

TARGET MARKET	All	DPD UNITS	10	DAYS	1	FACE-TO-FACE		ORGANISATION	

SUITABLE FOR	· New and aspiring directors.
	· Company secretaries, CEOs, CFOs and other executives who work with boards.

PREREQUISITES	None.

Governance for Directors can be completed on its own, or as part of the Foundations for Directorship™ program (page 14).

GOVERNANCE FOUNDATIONS FOR NOT-FOR-PROFIT DIRECTORS

Governance Foundations for Not-for-Profit Directors provides a comprehensive introduction to the main responsibilities of not-for-profit directors. The program, designed to help participants prepare for a successful director career in the not-for-profit sector, is comprised of three courses: *Duties and Responsibilities of the Not-for-Profit Director, Strategy and Risk for the Not-for-Profit Director,* and *Finance for the Not-for-Profit Director.*

COURSE ONE:

Duties and Responsibilities of the Not-for-Profit Director introduces participants to the role of not-for-profit directors, the functions and responsibilities of the board, techniques for conducting effective board meetings, and how effective corporate governance can improve the overall impact of the organisation.

COURSE TWO:

Strategy and Risk for Not-for-Profit Directors provides an overview of the board's role in guiding the long-term direction of an organisation and in managing and mitigating risk. Participants gain an awareness of the strategic planning and risk management processes including how to identify, measure and assess risks, and the value that the strategy and risk process adds to a not-for-profit organisation.

COURSE THREE:

Finance for Not-for-Profit Directors provides an introduction to how financial statements are used at board level to drive performance and monitor the overall health of a business. Participants explore key financial statements as well as the non-financial indicators of company performance and develop proficiency in balancing the (non-financial) aspirational purpose of their organisation with generating and maintaining adequate resources. It also introduces participants to the financial aspects of directors' statutory duties, audit requirements and ACNC obligations.

TARGET MARKET	NFP	DPD UNITS	20	DAYS	1.5	FACE-TO-FACE		ORGANISATION	

SUITABLE FOR	· Directors of not-for-profit companies and community organisations.
	· New directors or those seeking to transition into a not-for-profit directorship.
	· Executives reporting to a not-for-profit board.

PREREQUISITES	None.

Participants who enrol in the Governance Foundations for Not-for-Profit Directors program also receive access to The Role of the Not-for-Profit Director webinar (page 18) and the Interpreting Financial Statements e-Learning course (page 16) to support their learning.

INFORMING THE BOARD –
THE POWER OF EFFECTIVE BOARD REPORTS

Designed to assist managers who prepare reports for the board, this webinar explores the type of information that is included in effective board reports, report templates and frameworks, and tips on how to present board reports effectively.

TARGET MARKET	All	DPD UNITS 5	HOURS 1	WEBINAR	STAKEHOLDER/ INDIVIDUAL
SUITABLE FOR	Executives and managers who report to a board.				
PREREQUISITES	None.				

INTERPRETING FINANCIAL STATEMENTS

Interpreting Financial Statements provides participants with the skills and knowledge to accurately interpret the three main financial statements, the balance sheet, the income statement (profit and loss) and the cash flow statement, increasing their ability to make informed and prudent financial decisions relating to the performance and overall health of an organisation.

TARGET MARKET	All	DPD UNITS 5	HOURS 3	E-LEARNING	ORGANISATION
SUITABLE FOR	Those with a basic understanding of financial concepts.				
PREREQUISITES	None.				

REPORTING TO THE BOARD

Reporting to the Board explores contemporary reporting procedures to help participants ensure they are receiving the right information in their board reports.

Delivered online, *Reporting to the Board* features the same expert guidance and support as our face-to-face sessions. Held over four weeks, the course combines independent study via e-learning modules with facilitated virtual classroom sessions and peer-group discussions.

TARGET MARKET	All	DPD UNITS 10	WEEKS 4	ONLINE COURSE	ORGANISATION
SUITABLE FOR	• Senior executives working with boards.				
	• New and aspiring directors looking to improve their skills in preparing, presenting and examining board reports.				
	• Company secretaries wanting to assess and improve the quality of reports they receive from management.				
PREREQUISITES	None.				

RISK AND STRETEGY FOR DIRECTORS

Risk and Strategy for Directors provides an overview of the board's role in managing and mitigating risk, and in guiding the long-term direction of an organisation. Participants gain an awareness of risk management processes - including how to identify, measure and assess risks - and strategic planning, and the value that the risk and strategy process adds to an organisation.

TARGET MARKET	All	DPD UNITS 10	DAYS 1	FACE-TO-FACE	ORGANISATION
SUITABLE FOR	• New and aspiring directors.				
	• Company secretaries, CEOs, CFOs and other executives who work with boards.				
PREREQUISITES	None.				

THE BOARD AND THE COMPANY SECRETARY

The company secretary occupies a unique position within the organisation, working with both the board and senior management. Boards are increasingly dependent on the role of the company secretary to achieve effective governance and good organisational performance.

The Board and The Company Secretary explores the role and responsibilities of the company secretary in facilitating corporate governance for the organisation and providing counsel to the board.

Delivered online, *The Board and the Company Secretary* features the same expert guidance and support as our face-to-face sessions. Held over four weeks, this course blends independent study via e-learning modules with facilitated virtual classroom sessions and peer-group discussions.

TARGET MARKET	All	DPD UNITS 10	WEEKS 4	ONLINE COURSE	BOARD
SUITABLE FOR	Directors, chairs and senior executives looking to better understand the role of the company secretary in supporting the board and the organisation.				
PREREQUISITES	None.				

THE DIRECTOR MINDSET

Executives who become directors must think and behave differently in order to carry out their director duties. *The Director Mindset* explores the differences between thinking like an executive and thinking like a director and examines the transition from an action orientation to one of influencing, guiding and mentoring.

TARGET MARKET	All	DPD UNITS 5	HOURS 2	E-LEARNING	INDIVIDUAL
SUITABLE FOR	Senior executives and newly appointed directors.				
PREREQUISITES	None.				

THE ROLE OF THE NOT-FOR-PROFIT DIRECTOR

This introductory webinar outlines the duties and responsibilities of directors with specific focus on the not-for-profit sector. It explores why we need corporate governance and boards, the role and responsibilities of not-for-profit boards, the rights and protections available for not-for-profit directors, and how boards can govern effectively and in the best interests of the organisation.

TARGET MARKET	NFP	DPD UNITS 5	HOURS 1	WEBINAR	INDIVIDUAL
SUITABLE FOR	Current and aspiring not-for-profit directors.				
PREREQUISITES	None.				

Strengthening level courses

Designed for directors with several years' experience who are looking to build on prior learning and existing governance capabilities, our strengthening level courses will improve your performance and your ability to add value in the boardroom.

BOARD COMMITTEE SERIES PART 2

This webinar is Part 2 of a three-part series examining board committees. This session provides an in-depth look at the different types of committees and the role they play for the board. It examines best-practice guidelines for each committee and the trends for traditional and emerging board committees.

TARGET MARKET	All	DPD UNITS (PER PART) 5	HOURS (PER PART) 1.5	WEBINAR ▶	BOARD ◔
SUITABLE FOR	Executives or directors who are new to a committee or wanting to understand the process involved in setting up a committee.				
PREREQUISITES	None.				

For further information on Part 1: Building the Right Foundations, see page 13 or Part 3: Performance for Excellence, see below.

BOARD COMMITTEE SERIES PART 3

This webinar is Part 3 of a three-part series. It shows participants how to evaluate committees and explores the common challenges of committees and how to overcome them to elevate committee performance. It looks at how existing committees can add value to the board and how to run a committee effectively, including the tools to use and when committees should be disbanded.

TARGET MARKET	All	DPD UNITS (PER PART) 5	HOURS (PER PART) 1	WEBINAR ▶	BOARD ◔
SUITABLE FOR	Executives or directors looking to elevate the performance of a committee.				
PREREQUISITES	None.				

For further information on Part 1: Building the Right Foundations, see page 13 or Part 2: In-Depth Look at Different Types of Committees, see above.

BOARDROOM EFFECTIVENESS FOR WOMEN

Boardroom Effectiveness for Women is designed to provide the knowledge, frameworks and tools to strengthen the leadership, decision making and governance skills of female directors. It explores the competencies of effective leaders, the potential style differences between men and women, the resistance women may encounter in response to their leadership and ways women can use their strengths in collective decision making.

- Part 1: Pre-course webinar: *Innovation and Diversity – Creating Breakthrough Ideas and Smarter Decisions*
- Part 2: One-day face-to-face course: *Boardroom Effectiveness for Women*
- Part 3: Post-course publication: *Which Two Heads Are Better Than One?*

TARGET MARKET	All	DPD UNITS (TOTAL) 15	60 MIN WEBINAR	DAYS 1	FACE-TO-FACE	INDIVIDUAL
SUITABLE FOR	• Female directors or senior executives reporting to a board.					
	• Female leaders and senior executives who aspire to directorship.					
	• Male directors or senior executives working with women directors who are looking to improve board decision making processes.					
PREREQUISITES	None.					

BOARDROOM FINANCIAL CONFIDENCE

Boardroom Financial Confidence provides directors with an opportunity to move beyond simply understanding and interpreting financial statements towards providing proactive guidance to their organisations.

In this immersive program, participants evaluate scenarios to determine the financial health of organisations and consider the links between financial assessment, strategy and risk oversight. By increasing participants' capacity to identify financial risks and opportunities, this practical program helps directors in dealing effectively with contentious financial issues and influencing key board discussions.

TARGET MARKET	All	DPD UNITS 10	DAYS 1	FACE-TO-FACE	INDIVIDUAL
SUITABLE FOR	Directors looking to improve their financial competency in the boardroom.				
PREREQUISITES	It is recommended that participants complete *Foundations of Directorship*™ or the *Company Directors Course*™.				

COMPANY DIRECTORS COURSE™ ⚑

Increasingly, directors are expected – by both regulators and stakeholders – to undertake a growing number of governance, compliance and strategic functions. The *Company Directors Course™* is considered essential education for board directors and provides participants with the knowledge and confidence to contribute more meaningfully as a board member and build their director portfolio.

This world-class educational experience examines the roles and responsibilities of directors and how participants can support improved board performance. It provides an overview of the practice of directorship and the mindset of directors, and explores the legal and regulatory environment, risk oversight, strategy contribution, financial performance analysis, decision making, board and organisational culture, board dynamics and how to measure board effectiveness. Participants also put their learning into practice in a simulated board meeting.

Participants must complete the relevant pre-reading prior to attendance at the facilitator-led classroom sessions (not required for the Self-Paced format).

The course has an optional three-part assessment. Successful completion of all three components earns participants an additional 10 DPD units and is one of the criteria for earning the widely recognised GAICD post-nominal.

This flagship course takes between 4.5 and 6 months to complete, including the optional assessment period (depends on delivery format).

TARGET MARKET	All	DPD UNITS 50	VARIOUS DURATIONS	VARIOUS FORMATS	CORE 🎨
SUITABLE FOR		• New directors with a foundational level of governance knowledge. • Experienced directors seeking to strengthen their governance knowledge and capability. • Senior executives looking to improve their engagement with the board.			
PREREQUISITES		It is recommended participants complete *Foundations of Directorship™* or have equivalent director experience.			

DELIVERY FORMATS

The *Company Directors Course™* is offered in a variety of formats:

COMPANY DIRECTORS COURSE Face-to-Face (4.5 months)

Delivered face-to-face over five days, this format suits those who prefer to learn and network in a classroom setting. Participants are fully supported by experienced AICD faculty and have the option to attend over five consecutive days or one day a week for five weeks. Six weeks of pre-reading is required prior to commencement, and participants have three months after the course to complete their assessment.

COMPANY DIRECTORS COURSE Online (4.5 months)

Delivered online, this format suits those who prefer the flexibility of studying from a location of their choice. The virtual classes are led by experienced AICD faculty, and participants are guided through their course and assessment by a Learning Support Executive. Virtual classroom sessions are held one day a week for five weeks and participants are required to undertake two weeks of pre-reading prior to course commencement. Participants have three months after the course to complete their assessment.

COMPANY DIRECTORS COURSE Self-Paced (6 months)

The self-paced format offers complete flexibility for participants looking to take charge of their own study schedule and pace. Supported by course notes, study guides, online resources, discussion forums and access to expert tutors, participants have six months to complete the course and assessment. It is best suited to disciplined, independent learners.

COMPANY DIRECTORS COURSE UPDATE

Company Directors Course Update is designed to bring *Company Directors Course™* alumni up to date on recent changes in the Australian governance environment. It explores current challenges facing boards, the latest in governance best practice, considerations for driving strategy and risk management, and how these changes impact the role of the director. Referencing the latest version of the *Company Directors Course™*, this course will refresh participants' knowledge and ensure they can contribute effectively to board discussions and decision making.

The course also offers the opportunity to complete the *Company Directors Course™* assessment and earn the widely recognised GAICD post-nominals.

TARGET MARKET	All	DPD UNITS 20	DAYS 2	FACE-TO-FACE	CORE
SUITABLE FOR	• Participants who completed the *Company Directors Course™* over two years ago • Participants who have attended the *Company Directors Course™* but have not yet completed the assessment.				
PREREQUISITES	Participants must have completed the *Company Directors Course™.*				

COMPANY DIRECTORS COURSE PREPARING FOR ASSESSMENT

Company Directors Course: Preparing for Assessment is a two-day program designed to provide a refresher on the *Company Directors Course™* and help participants navigate the assessment process. Through a series of practical workshops, participants will revise key elements of the course and be guided through a step-by-step process for each component of the assessment. Participants work through practice questions and are provided with the tools and resources they need to confidently pass the assessment. The course includes one assessment attempt and one re-sit per assessment task.

On successful completion of the *Company Directors Course™* assessment, participants have the opportunity to earn the widely recognised GAICD post-nominals, demonstrating their director knowledge and boardroom readiness. For those who recently attended the *Company Directors Course™*, it is mandatory that the initial three-month assessment period has expired.

TARGET MARKET	All	DPD UNITS −	DAYS 2	FACE-TO-FACE	CORE
SUITABLE FOR	Participants who attended the *Company Directors Course™* within the past two years and have not yet successfully completed the assessment.				
PREREQUISITES	Participants must have attended the *Company Directors Course™*.				

DIRECTORS' DUTIES –
ANNUAL FINANCIAL REPORTING CONSIDERATIONS FOR DIRECTORS

This webinar looks at key considerations for directors in carrying out their end-of-year financial reporting responsibilities. Participants explore annual financial reporting processes and risks, how to undertake solvency assessments and declarations, strategies for effective financial governance, and key questions for management and auditors.

TARGET MARKET	All	DPD UNITS	5	HOURS	1.5	WEBINAR	▶	BOARD	
SUITABLE FOR	Directors, chairs and directors on audit committees of board, CFOs and financial controllers.								
PREREQUISITES	None.								

EVALUATING BOARD FINANCES SERIES PART 1

This webinar is Part 1 of a two-part series designed to help directors with little or no financial background carry out their financial responsibilities. Using an ASX listed company case study, this webinar explores the company's financial situation by analysing the three financial statements. Using a unique step-by-step methodology, participants will learn how to interpret the financial statements and draw conclusions.

- Part 1: Interpret, Analyse and Draw Conclusions on the Financial Statements
- Part 2: Financial Ratios, Trends and Warning Signs

TARGET MARKET	All	DPD UNITS	5	HOURS	1	WEBINAR	▶	INDIVIDUAL	
SUITABLE FOR	Directors with a non-financial background.								
PREREQUISITES	None.								

EVALUATING BOARD FINANCES SERIES PART 2

This webinar is Part 2 of a two-part series designed to help directors with little or no financial background carry out their financial responsibilities. Participants will explore how financial ratios can be used to help directors analyse financial information, determine trends and identify warning signs to inform their decision making.

- Part 1: Interpret, Analyse and Draw Conclusions on the Financial Statements
- Part 2: Financial Ratios, Trends and Warning Signs

TARGET MARKET	All	DPD UNITS	5	HOURS	1	WEBINAR	▶	INDIVIDUAL	
SUITABLE FOR	Directors with a non-financial background.								
PREREQUISITES	None.								

GOVERNING TO PROTECT VULNERABLE PEOPLE

Institutions such as schools, churches, sports clubs, government organisations and many others have a duty to protect the vulnerable people within their care.

In *Governing to Protect Vulnerable People*, participants will examine the responsibilities of the board and directors of these organisations, as well as their role in managing strategy and risk as it relates to their duty of care. It examines the factors that contribute to vulnerability, the impact of organisational culture, the effectiveness of relevant policies and procedures, and ways boards can monitor compliance.

TARGET MARKET	All	DPD UNITS 10	DAYS 1	FACE-TO-FACE	ORGANISATION
SUITABLE FOR	• Experienced directors and senior executives seeking to strengthen their understanding of the governance requirements of working with vulnerable people. • Experienced directors seeking to establish or improve the safety culture within their organisations.				
PREREQUISITES	Prior governance knowledge is essential. Participants must have a sound knowledge of directors' duties and the board's role in strategy and risk oversight.				

THE BOARD AND THE CEO

In today's environment, the relationship between the CEO, chair and board members is critical to the success of an organisation. *The Board and the CEO* explores the full spectrum of issues that affect the board-CEO dynamic and provides guidance on managing and enhancing these relationships. It explores the roles and responsibilities of the CEO and the board, CEO evaluation and selection, remuneration considerations, providing effective feedback, coaching and mentoring to the CEO, and how to implement a CEO succession plan.

TARGET MARKET	All	DPD UNITS 5	HOURS 3.5	FACE-TO-FACE	ORGANISATION
SUITABLE FOR	Chairs, non-executive directors, CEOs and whole boards.				
PREREQUISITES	It is recommended that participants have completed the *Company Directors Course™* or have equivalent boardroom experience.				

THE BOARD'S ROLE IN CYBER

The Board's Role in Cyber explores the board's role in cyber governance. It examines the cybersecurity landscape in Australia and will provide insights into building a healthy cyber governance culture. Participants will explore how to evaluate cyber threats, establish appropriate risk management and develop effective cyber strategy. The course also investigates cyber preparedness, resilience and response ensuring participants leave with the confidence to manage a cyber threat effectively.

Delivered online, *The Board's Role in Cyber* features the same expert guidance and support as our face-to-face sessions. Held over four weeks, the course combines independent study with facilitated virtual classrooms and peer-group discussions.

TARGET MARKET	ALL	DPD UNITS 10	WEEKS 4	ONLINE COURSE	BOARD
SUITABLE FOR	Experienced practising directors.				
PREREQUISITES	Prior governance knowledge and three years experience as a director is recommended.				

Mastering level courses

Designed for highly skilled directors, our mastering level courses will expand the breadth and depth of your expertise and your ability to drive outcomes and create value in the boardroom.
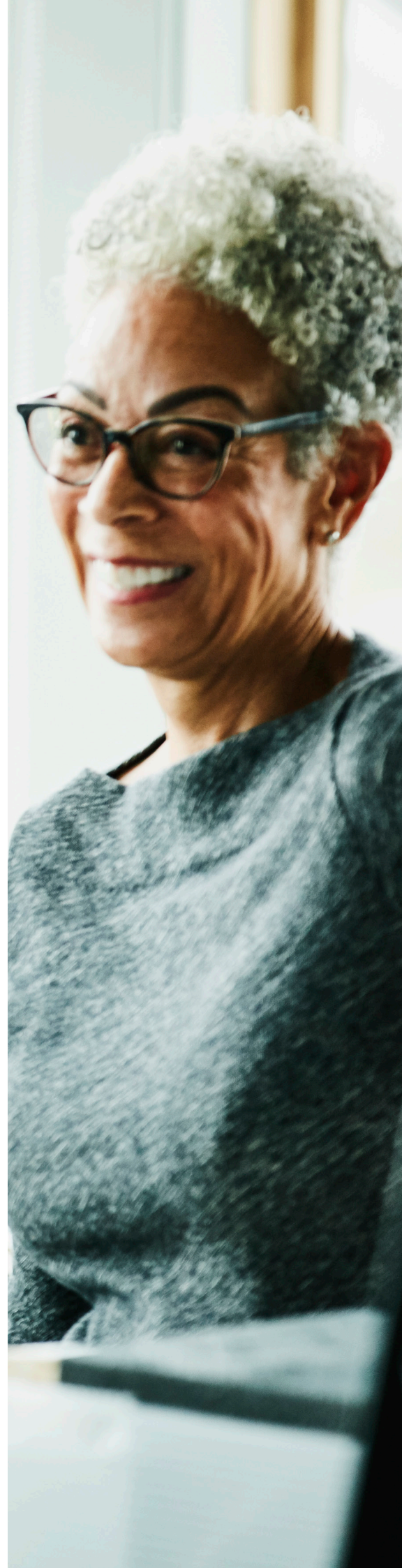
APPLIED RISK GOVERNANCE

Board directors must ensure their organisation's risk management measures are fit for purpose so the business can achieve its strategic and operational objectives.

Applied Risk Governance offers experienced directors practical guidance for providing effective oversight of their organisation's risk processes. Participants explore how the board should engage with management to gauge whether appropriate systems are in place and how to contribute to the board's development of an appropriate risk management culture.

TARGET MARKET	All	DPD UNITS 5	DAYS 0.5	FACE-TO-FACE	ORGANISATION
SUITABLE FOR	Chairs, directors and executives who report to boards on risk management.				
PREREQUISITES	We recommend participants complete the *Company Directors Course*™ and/or have board experience before joining this course.				

BOARDROOM MASTERY™ ⚑

Boardroom Mastery™ is a unique learning experience offering leading directors an opportunity to improve their effectiveness in driving outcomes and creating value in the boardroom. Designed to explore the way directors think, feel and behave and their impact on board performance, it takes a deep dive into some of the most critical but often-overlooked boardroom skills.

Delivered in an immersive learning environment, *Boardroom Matery*™ is designed to simulate the high-pressure conditions of the boardroom, and participants are required to work together as a board to analyse the information and address realistic governance and crisis scenarios

A vital component of this couse is the involvement of an oginisational psychologist. before, during and after the course, participants are coached by an independant psychologist to gain a better understanding of their personal and professional strengths and areas for development.

TARGET MARKET	All	DPD UNITS 40	DAYS 3	FACE-TO-FACE	CORE
SUITABLE FOR	Extensive directorship experience across a number of boards and sectors is essential.				
PREREQUISITES	Attendance is by application only and is restricted to experienced directors.				

THE ROLE OF THE CHAIR

The chair of the board has unique leadership responsibilities and is often the one in the spotlight, especially in difficult situations. The chair must, therefore, be equipped with the knowledge and experience to manage a complex range of issues, including crisis situations.

The Role of the Chair explores the chair's role both inside and outside the boardroom and provides a forum for participants to discreetly discuss leadership, relationship management and governance issues – including board selection, boardroom processes and CEO succession planning – with peers.

TARGET MARKET	All	DPD UNITS 10	DAYS 1	FACE-TO-FACE	INDIVIDUAL
SUITABLE FOR	New and experienced board chairs, committee chairs, deputy chairs, company presidents and those looking to enrich their interactions with their chair.				
PREREQUISITES	Participants must have sound knowledge of board responsibilities and processes combined with board experience. It is recommended participants have completed the *Company Directors Course*™.				

Resources for members.

WEBINARS | aicd.com.au/webinars

Stay up to date on topical director issues with our interactive webinars. Attend live to have your questions answered or access the recording at a time that suits you.

EVENTS | aicd.com.au/events

From virtual briefings to large conferences, our range of events provide access to experienced directors and business leaders and the opportunity to network with peers.

PODCASTS | aicd.com.au/podcasts

Hear the latest director news with our podcasts covering economic updates, challenges facing the NFP sector and other issues impacting boards.

MEMBERSHIP UPDATE | aicd.com.au/membership

Our fortnightly Membership Update e-newsletters provide members with timely updates on the critical issues that directors need to know about.

COMPANY DIRECTOR MAGAZINE | aicd.com.au/companydirector

Australia's leading public5ation for directors, the award-winning *Company Director* magazine features news and thought leadership on the important issues impacting boards.

DIRECTOR TOOLS | aicd.com.au/directortools

Our suite of Director Tools offer practical guidance on a wide range of core boardroom topics to help directors better understand and execute on their director duties.

HOW TO ENROL

Build your knowledge, accrue DPD units and stay up to date with the latest news, insights and trends impacting the governance landscape with our range of practical events, webinars, podcasts and resources.

To enrol in a course, please visit aicd.com.au/education or speak to one of our Membership Partners on 1300 739 119

For more information, please contact:

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E: contact@aicd.com.au

W: aicd.com.au/education

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