

# **Gold Standard Committee Service Handbook**

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## Questions or Training Needs?

If you have questions about committee service at UOW or would like to arrange a training session about committee operation, please contact:

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# 1 Foreword

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Good practice governance at the University of Wollongong (UOW) is facilitated through the provision of Gold Standard Committee Service.

This handbook provides the framework for the Provision of Gold Standard Committee Service at UOW. The guidelines outline the four key goals of Gold Standard Committee Service at UOW. These four goals are:

- An integrated and focussed committee framework;
- Informed and responsible committee members;
- A framework for efficient and effective decision making; and
- Enhanced committee operations through evaluation, review and improvement.

Each goal is supported by concrete measures to achieve excellence in governance at the University.

This resource is intended to assist committee secretaries, executive officers, committee members and staff across the University in providing high quality committee service and in facilitating informed, efficient and effective decision making. The information provided in the handbook is supported by templates and reference material to assist the implementation of Gold Standard Committee Service at UOW.

The Gold Standard Committee Service Handbook is available for download from the [governance@uow](mailto:governance@uow) website at: <http://www.uow.edu.au/governance/committees/committeesupport/index.html>

# 2 Guidelines for the Provision of Gold Standard Committee Service at UOW

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## 1 Introduction

These guidelines provide for Gold Standard Committee Service at the University of Wollongong (UOW). They are informed by good practice governance standards such as the ASX Corporate Governance Principles and Recommendations<sup>1</sup> and by the PARI (Plan, Act, Review, Improve) continuous improvement model. Each goal includes concrete measures towards achieving excellence in governance at the University.

## 2 Scope

These guidelines are intended to assist committee secretaries, executive officers and staff across the University to provide high quality committee service to facilitate informed, efficient and effective decision-making. They set out the key elements in the provision of committee service across the University and provide samples of key documents and templates to assist committee secretaries and executive officers implement Gold Standard Committee Service at UOW.

## 3 Definitions

Term	Definition
Conflict of Interest	A divergence between the individual interests of a person and their professional obligations such that an independent observer might reasonably question whether the professional actions or decisions of that person are influenced by their own interests or are for their own benefit.
Ex-Officio	A person who serves on a committee by virtue of his/her position.
Parent Body	The body to which a given committee reports or was created by.
Quorum	The minimum number of members required for a group to officially conduct business and to cast binding votes, often but not necessarily a majority.
Standing Orders	The rules prescribing procedures by which a committee is run.

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<sup>1</sup> Australian Securities Exchange 2009, Corporate Governance Principles and Recommendations (Second Edition), [http://www.asx.com.au/supervision/governance/revised\\_corporate\\_governance\\_principles\\_recommendations.htm](http://www.asx.com.au/supervision/governance/revised_corporate_governance_principles_recommendations.htm)

## 4 Gold Standard Committee Service Principles

### 4.1 Goal 1: An Integrated and Focussed Committee Framework

- a) All committees of the University Council<sup>2</sup> and the Academic Senate shall have terms of reference approved by their parent body. Other University committees shall have terms of reference approved by the committee and the relevant Dean, Director or member of the Senior Executive. Refer to Section 6.1: Sample Templates – Terms of Reference & Membership Provisions Template.
- b) A committee's terms of reference shall detail the duties and responsibilities of the committee and, if appropriate, should include any delegated decision-making powers conferred upon it. These powers shall be reflected in the Delegations of Authority Policy, available at <http://www.uow.edu.au/about/policy/UOW058669.html>
- c) Committee terms of reference should be reviewed every 1-3 years to ensure the committee's responsibilities are appropriate.
- d) Each committee shall have clear reporting lines which will be communicated to its members at induction.
- e) Each committee shall have clear provisions setting out the membership of the committee and identifying ex-officio positions and members that are to be elected or appointed. Membership provisions shall provide for a regular turnover of elected and/or appointed committee members and will have regard to equity considerations in the make up of committees. In the absence of specific requirements to the contrary, the standard term of a member and of all office holders on a University committee is 2 years.
- f) Continuity of membership will be maintained through the timely appointment or election of new members and the filling of casual vacancies.
- g) Short term leaves of absence by committee members should be approved by the committee.
- h) Each committee will specify its quorum provisions and indicate the frequency of meetings (usually, a quorum is half the number of members, plus one).
- i) Procedures for the administration of University committees should be developed to provide continuity of service.

### 4.2 Goal 2: Informed and Responsible Committee Members and Executive Officers

- a) On joining Council, Senate or any University committee or subcommittee, members should be given the opportunity to attend an induction session with the executive officer and/or chair covering:
  - i. The terms of reference of the committee;
  - ii. The committee's place within the wider UOW committee structure (Refer to Appendix 1: Committee Structure Diagram);
  - iii. Reporting lines;
  - iv. Duties and responsibilities of members including being properly informed, declaring conflicts of interest and being aware of confidentiality, where appropriate;
  - v. Conduct of business including meeting procedures, meeting documents such as agendas and minutes, communication methods, expectations and the role of secretary/executive officer;
  - vi. Key and current issues including workplan priorities;
  - vii. The committee's evaluation/self review process (Refer to Section 6.13: Sample Templates – Committee Evaluation Template);
  - viii. Professional development requirements/opportunities that may enhance the performance of committee members (if appropriate).

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<sup>2</sup> The University Council has duties and responsibilities set out in the University of Wollongong Act 1989 and in its Statement of Responsibilities.

- b) To assist in the induction of committee members, committee's should develop and make available a committee induction manual or handbook. Refer to Section 7: Related Resources.
- c) Particular attention should be paid to the induction of new committee chairs. Induction sessions should include material provided to members at induction and may also include:
  - i. Guidelines on the role of the committee chair, deputy chair and executive officer/secretary. Refer to Section 3: Committee Roles and Responsibilities;
  - ii. Biographical profiles of committee members;
  - iii. An overview of the committee in relation to the strategic objectives of the Faculty/Division and the University as a whole; and
  - iv. The chair's role in representing the committee at other meetings and events as required.

### 4.3 Goal 3: A Framework for Efficient and Effective Decision Making

- a) Where relevant, at the start of each year, a workplan should be developed setting out a timeline for achieving a committee's strategic objectives. These strategic objectives should be consistent with the UOW Strategic Plan, available at <http://www.uow.edu.au/planquality/strategicplan/index.html>. Refer to Section 6.2: Sample Templates – Committee Workplan Template.
- b) Standing orders for the University Council and the Academic Senate are in place. These standing orders that are broadly consistent and differ only in relation to specific functions of each body. University committees may abide by the Council or Senate standing orders or develop approved standing orders of their own. Standing orders regulate the conduct of committee meetings and can be found on the governance web pages.
- c) Documents for Council, Senate and their committees (such as agendas, minutes, terms of reference, chair's notes) are consistent in format and style to promote continuity and consistency. Other University committees are encouraged to use the same formatting to promote consistency of style and practice across the University. Refer to Section 6: Sample Templates.
- d) Environmental issues should be considered when preparing and disseminating documents for Council, Senate, their committees and other University committees. Executive officers are encouraged to print on both sides of the page and to close-up formatting to ensure as few pages as possible are used. Electronic dissemination of documents is also encouraged where possible to save paper.
- e) Written agendas should be prepared for each meeting. Committee agendas should be circulated to all members no later than one week before each meeting. For further information about creating agendas refer to Section 4: Preparing University Committee Agendas, Section 6.3: Sample Templates – Committee Agenda Template and Section 6.4: Committee Agenda Cover Page Template.
- f) All committee decisions and the main discussions leading to those decisions should be recorded. Decisions are recorded as resolutions in the minutes. Committee and subcommittee minutes shall be forwarded to the chair within 5 working days. For further information about writing minutes refer to the Section 5: Preparing University Committee Minutes and Section 6.12: Sample Templates – Committee Minutes Template.
- g) After each meeting the decisions of the committee should be disseminated appropriately by:
  - i. distribution of the draft minutes to all members;
  - ii. targeted emails to other key stakeholders;
  - iii. distribution of a meeting summary; or as appropriate.

A record should be kept of any decisions that require follow up and appropriate action initiated to ensure that a committee's intentions are followed through (Refer to Section 6.10: Sample Templates – Committee Outstanding Actions/Issue Log Template).

- h) Minutes should be ratified at the next meeting of the committee or subcommittee, and a hard copy of the minutes should be signed by the chair. Committees or subcommittees should provide a copy of their minutes to their parent bodies for noting.
- i) Records of meeting papers, minutes and other information leading to, or resulting from committee decisions must be kept to comply with legislative requirements, the UOW Records Management Policy and its associated Guidelines. For more information on records management visit: <https://intranet.uow.edu.au/recordsmanagement/>
- j) For Council, Senate and their committees and subcommittees, resolutions should also be entered onto the Resolution Register database maintained by the Policy and Governance Unit and the Corporate Governance Unit.

#### **4.4 Goal 4: Enhanced Committee Operations through Evaluation, Review and Improvement**

- a) Each committee should review its performance and report its findings to the parent body every 1-2 years. Reviews may involve:
  - i. surveying members;
  - ii. focus group discussions; or
  - iii. other evaluation methods as appropriate.

The outcomes of such reviews shall be reported to the committee and any agreed actions shall be implemented so as to effect continuous improvement and provide continuity of service.

## **5 Appendix**

### **Appendix 1: University of Wollongong Committee Structure Diagram**

Visit <http://www.uow.edu.au/governance/committees/structure/index.html> for the most recent version of the Committee Structure Diagram.

# 3 Committee Roles and Responsibilities

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## 1 The Committee Chair

### 1.1 Role of the Committee Chair

The Chair:

- a) Provides leadership and direction to a committee.
- b) Ensures that committee meetings function efficiently and effectively and that the committee fulfils the responsibilities set out in its terms of reference.
- c) Guides and approves the content of committee agendas as prepared by the secretary/executive officer.
- d) Works with the relevant Dean, Director or member of the Senior Executive in ensuring that committee members possess an appropriate mix of skills and experience.
- e) Establishes long and short term goals, objectives and priorities for the committee in consultation with the relevant Dean, Director or member of the Senior Executive and in accordance with the committee's terms of reference.
- f) Ensures the timeliness and accuracy of the committee minutes.

### 1.2 When chairing committee meetings, the following principles should be observed:

- a) Stick to the items on the agenda and encourage other committee members to do the same.
- b) If a new issue arises, encourage members to raise it under "other business" on the agenda and consider that the issue might be better dealt with at a future meeting.
- c) Keep in mind the key matters that need to be resolved on at a meeting and try and ensure that the time allocation reflects the priorities.
- d) Ensure that each agenda item is briefly and clearly introduced by the chair or by an appropriate person. A clear introduction summarises the agenda paper and sets out the key issues to be decided upon.
- e) Try and move the agenda along to discharge the committee's business in the allocated time while allowing committee members the opportunity to speak and contribute to the discussion.
- f) The chair's role is to be neutral so as to ensure that committee members feel free to raise their issues and concerns.
- g) Focus on the process of the meeting, repeat and summarise discussion and follow a logical and consistent process for reaching a decision.
- h) Come to decisions by consensus where possible. The chair should only proceed to a vote or secret ballot if the issue is sensitive or it is unclear what the consensus is.
- i) When formal voting is required, follow the set procedures/standing orders for reaching the decision.
- j) With the secretary/executive officer, ensure that those implementing decisions are clear about what action needs to be taken.

## **2 The Committee Deputy Chair**

### **2.1 Role of the Committee Deputy Chair**

- a) In the absence of the chair, the deputy chair of the committee assumes the role of committee chair.
- b) When chairing the committee, the deputy chair should follow the guidelines set out in the previous section regarding the role of the committee chair.

## **3 The Secretary/Executive Officer**

### **3.1 Role of the Secretary/Executive Officer**

The Secretary/Executive Officer:

- a) Plays a key role in the operation and conduct of a committee, and in ensuring that appropriate policies and procedures are followed.
- b) In carrying out his/her role has a direct reporting link to the chair of the committee regarding the conduct of that committee's business.
- c) Is responsible for establishing and maintaining a strong working relationship with the chair and assisting him/her in the conduct of their duties.
- d) Keeps the chair fully informed on all issues relating to the affairs of the committee and works closely with them to establish and implement good governance practices at the University.
- e) Provides guidance to the chair and members of the committee as to their responsibilities under the committee's terms of reference.
- f) Coordinates the induction program for new committee members, running those elements of the Program relating to the operations of the committee.
- g) Is the point of contact for committee members who wish to obtain information from officers of the University.
- h) Is responsible for advising the committee on policy and procedural matters.
- i) Is to maintain a register of conflicts of interest declared by committee members in meetings and to advise the chair in respect of any real or potential conflicts of interest arising for committee members or for the chair's own position.
- j) Is responsible for all aspects of committee meeting arrangements in consultation with the chair.
- k) Is responsible for preparation of committee agendas and minutes, the chair's notes, conducting research and preparing reports where required.
- l) Is to ensure that all documentation provided to the committee is accurate, timely, concise and appropriate.
- m) Is not normally a member of the committee.

## **4 The Role of Committee Members**

### **4.1 Committee Members**

- a) Should discuss, debate and vote on matters which are relevant to the committee, and report back to their respective faculties, divisions, staff and students.
- b) Should try to attend every meeting scheduled.

- c) Should send apologies to the executive officer before the meeting if they are unable to attend, and where appropriate arrange for a replacement or 'delegate' to attend in their place.
- d) May be involved in committee working parties which will be formed to investigate an issue or event in detail.
- e) May submit agenda items to the executive officer when agenda items are called for, or as appropriate.
- f) Should read agendas and committee papers prior to the meeting, and note which items they wish to discuss.
- g) With the responsibility of representing a particular group, should consider the interests of the group, but primarily the interests of the University as a whole.
- h) Should alert the chair if there is a conflict of interest with a particular item, or with their role as a committee member.
- i) Should actively ensure that confidential items are not disclosed thus ensuring there are no financial, legal or other penalties for the committee member, committee or University.

## **5 The Role of Non-Committee Members:**

### **5.1 Non-Committee Members**

- a) May attend committee meetings, at the agreement of the chair to:
  - i. give a report or presentation;
  - ii. provide an update on a project;
  - iii. give advice (such as a technical or policy experts); or
  - iv. to observe.

# 4 Preparing University Committee Agendas

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## 1 Agenda Preparation Process

### 1.1 Four Weeks before the Meeting: Call for Agenda Items

- a) Send out a call for agenda items via email to the appropriate University officers four weeks before the meeting.
- b) When calling for agenda items note the date of the meeting and the deadline for receiving agenda items. The agenda deadline should be at least two weeks in advance of the meeting so there is adequate time to prepare the agenda. Refer to Section 6.5: Sample Templates – Committee Agenda Planning Template and Section 6.6: Committee Deadlines Template.

### 1.2 Agenda Papers

- a) Begin drafting any agenda papers you are responsible for and start compiling the chair's notes. Refer to Section 6.3: Sample Templates – Committee Agenda Template, Section 6.4: Committee Agenda Cover Page Template and Section 6.7: Committee Chair's Notes Template.
- b) When drafting agenda papers, begin with a brief description of the issue for each item.
- c) Include relevant background information. For example, if the paper is accompanying a new or amended policy, a review or a report you should describe why the policy/review/report was necessary, what consultation has taken place and what needs to happen next.
- d) Agenda papers need to be concise and clear, setting out relevant information in plain English. A guide on plain English can be found at <http://www.uow.edu.au/about/policy/toolkit/index.html>
- e) Agenda papers usually include a draft resolution recommending a course of action for the committee. Note that the committee may be the final receiving body for the item or it may need to pass a resolution referring the matter to a higher authority for approval.
- f) Draft Resolutions:
  - i. Should be consistent in style. For example, *“that the Audit Management & Review Committee note / recommend / receive...”* or *“that the University Education Committee receive...”*
  - ii. Need to make sense in isolation.
  - iii. Should have acronyms spelled out when they first appear in a resolution.
  - iv. Should identify where the report is located, if the resolution is noting a report. For example, *“that the Committee note the report provided in the agenda paper / attached to the agenda paper”*.
- g) Verbs used in draft resolutions:
  - i. *Approve*: Used when the committee has delegated authority to approve particular issues. Any delegated authority should be set out in the committee's terms of reference. To clarify who the committee's delegated authority is you can contact Nancy Huggett, Senior Manager Corporate Governance, Academic Registrar's Division at [nhuggett@uow.edu.au](mailto:nhuggett@uow.edu.au)
  - ii. *Note*: Used for reports to show that the committee has given consideration to the report.
  - iii. *Receive*: Not as strong as “Note” but shows the committee has been presented with the report.
  - iv. *Recommend*: Issues which need the approval of or consideration by a higher level committee are recommended to that committee or authority in the resolution. For example, *“that the Administrative Committee recommend that Council approve the meeting schedule for 2009”*.
  - v. *Endorse*: shows that the committee agrees with the point of view or proposition put forward in the agenda paper.

- h) Any confidential agenda items should be listed in the agenda summary at the front of the agenda papers. However individual confidential papers should not be attached to the agenda papers but sent separately or tabled at the meeting so they can be collected at the committee meeting.

### **1.3 Three Weeks before the Meeting**

- a) Put together your draft agenda using the Committee Agenda Template and the agenda papers prepared by yourself and/or sent to you by other contributors. Begin preparing the chair's notes. Refer to Section 6.3: Sample Templates – Committee Agenda Template and Section 6.7: Chair's Notes Template.
- b) The software recommended for preparing agendas is Canon iW Publishing Manager. Canon iW Publishing Manager is suitable as it can easily incorporate material in Word, Excel and PDF formats into the same document and allows you to insert sequential page numbers across all papers.

### **1.4 Two Weeks before the Meeting**

- a) Show your draft agenda (including confidential papers) to the relevant senior officer or the chair of the committee for approval, and run through the chair's notes with the chair.
- b) Determine whether confidential papers can be sent out in advance or need to be tabled at the meeting.
- c) Incorporate any feedback from the relevant senior officer and/or committee chair.
- d) Once finalised organise the printing of agenda papers and confidential papers (if appropriate). Depending on committee procedures, agendas may be emailed to committee members. For committees requiring hardcopy agenda distribution, print the set of agenda papers and combine using a staple in the top left corner of the papers or coil-binding. The cover page of the agenda should be printed on the appropriate coloured paper. Refer to Section 6.11: Sample Templates – Committee Agenda Cover Colours Template.

### **1.5 One Week before the Meeting**

- a) Send the agenda papers (and confidential papers, if appropriate) to the committee members at least one week in advance of the meeting (or in accordance with timeframes specified in the committee's standing orders) in order to allow members time to read the agenda papers.
- b) Where possible and depending on the committee, send agenda papers to the committee via email, in a PDF format.

### **1.6 Late Items**

- a) Late items may only be added to the agenda with the chair's consent. On the chair's advice and depending on the committee, it may be appropriate to notify the committee before the meeting, and also to recirculate the agenda with the received late items.

## **2 Records Management**

### **2.1 After the Meeting**

- a) Ensure that a copy of the agenda is saved in the University's records management system. Refer to Section 6.9: Sample Templates – Committee Maintenance Template.
- b) For information on how to save items, index and name consistently, visit <https://intranet.uow.edu.au/recordsmanagement/policy/resources/UOW039575.html>
- c) Advice on file naming conventions can be provided by contacting the Enterprise Content Management Team via [rm-request@uow.edu.au](mailto:rm-request@uow.edu.au)

# 5 Preparing University Committee Minutes

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## 1 At the Committee meeting

- a) Use a dedicated minute book to record the minutes.
- b) Your notes should include:
  - i. who is present at the meeting (Refer to Section 6.8: Sample Templates – Committee Attendance Template);
  - ii. attribute specific comments to individuals;
  - iii. record voting numbers when matters are put to a vote;
  - iv. note action items; and
  - v. include the time the meeting finishes.

## 2 Preparing committee minutes

- a) Use the Committee Minutes Template as a guide in preparing your minutes. Refer to Section 6.12: Sample Templates – Committee Minutes Template.
- b) When drafting minutes, do not attribute specific comments to particular committee members. This is intended to encourage committee members to speak without being concerned about being identified by name. For example, use “a committee member disagreed” rather than “Jane Smith disagreed”.
- c) Identify speakers by title rather than by name. For example, “The Manager, Internal Audit, gave a presentation” or “The Director, Personnel Services spoke about the issues raised in the report”.
- d) Summarise discussions clearly, concisely and objectively so that the minutes are able to be understood by someone who was not at the meeting or someone reading the minutes at a future point in time. Try and capture the main points of a discussion leaving out circular discussions and digressions.
- e) Confidential discussions are recorded separately in confidential minutes at the end of the main minutes.
- f) When a University Officer has made a presentation or spoken to a report, particularly if you are not familiar with the subject matter, you may wish to email that part of your draft minutes to the relevant officer to check you have summarised his or her points effectively.
- g) Resolutions:
  - i. Should be consistent in style. For example, “*that the Audit Management & Review Committee note / recommend / receive...*” or “*that the University Education Committee receive...*”
  - ii. Need to make sense in isolation.
  - iii. Should have acronyms spelled out when they first appear in a resolution.
  - iv. Should identify where the report is located, if the resolution is noting a report. For example, “*that the Committee note the report provided in the agenda paper / attached to the agenda paper*”.
  - v. Should be numbered sequentially from the first to the last meeting of the year in the following format: 2009/1; 2009/2; 2009/3.
- h) Verbs used in resolutions:
  - i. *Approve*: Used when the committee has delegated authority to approve particular issues. Any delegated authority should be set out in the committee’s terms of reference. To clarify who the committee’s delegated authority is you can contact Nancy Huggett, Senior Manager Corporate Governance, Academic Registrar’s Division at [nhuggett@uow.edu.au](mailto:nhuggett@uow.edu.au)
  - ii. *Note*: Used for reports to show that the committee has given consideration to the report.
  - iii. *Receive*: Not as strong as “Note” but shows the committee has been presented with the report.

- iv. *Recommend*: Issues which need the approval of or consideration by a higher level committee are recommended to that committee or authority in the resolution. For example, “*that the Administrative Committee recommend that Council approve the meeting schedule for 2009*”.
- v. *Endorse*: shows that the committee agrees with the point of view or proposition put forward in the agenda paper.

### **3 Proofing the Minutes**

- a) As committee secretary/executive officer you should be the first person to proof read your minutes.
- b) Ensure that the chair of the committee reviews and approves the minutes before distribute.

### **4 Timeframes**

- a) Try to complete the minutes and get approval from the chair within one week of the meeting.
- b) Send the draft minutes to the committee members after approval from the chair and again in advance of the next meeting, so you can collate any feedback.

### **5 Records Management**

- a) At the next committee meeting, once the minutes have been ratified by the Committee, have the chair sign a copy of minutes which you have printed on acid-free paper and keep the signed copy on the meeting file. Refer to Section 6.9: Sample Templates – Committee Maintenance Template.
- b) Ensure that a copy of the agenda is saved into the University’s records management system. For more information on records management visit: <https://intranet.uow.edu.au/recordsmanagement/>
- c) For information on how to save items, index and name consistently, visit <https://intranet.uow.edu.au/recordsmanagement/policy/resources/UOW039575.html>
- d) Advice on file naming conventions can be provided by contacting the Enterprise Content Management Team via [rm-request@uow.edu.au](mailto:rm-request@uow.edu.au)

## 6 Sample Templates

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Please note that the templates contained in this section are sample templates only.

To download document controlled versions of the templates please visit:

<http://www.uow.edu.au/governance/committees/committeesupport/index.html>

# 6.1 Terms of Reference & Membership Provisions Template

The Terms of Reference & Membership Provisions Template is a useful tool to record the committee's terms of reference and membership details.

<Unit>

## Terms of Reference and Membership Provisions

<Committee Name>

### Terms of Reference

The <Committee Name> is a formally constituted committee of <Name of Parent Body (eg Council, Senate) or UOW Officer (eg the Vice-Chancellor)> with particular responsibility for XXXXXXXXX and XXXXXXXXXXXXXXXX.

The <Committee Name> shall:

1. <List duties and responsibilities of the committee>
- 2.

### Membership

The <Committee Name> shall consist of:

- <Position Title> as Chair;
- <Position Title> as Deputy Chair;
- <List ex-officio positions if applicable>;
- <List elected members if applicable by position or membership category (eg staff/ student etc)>
- <List appointed members if applicable by position or membership category (eg staff/ student etc)>

<Wherever possible, both genders should be represented on the Committee>

Unless otherwise provided, the term of office of all elected members shall be two years.

Committee members wanting to take leave of absence during their term should seek the approval of the Committee. Any short term membership replacements will be a matter for the Chair and the Committee to determine.

### Current Membership

Name	Member Category	Date of Appointment	Term Expires

### Quorum

The quorum for a meeting shall be <number> of the <total number> members. <Usually half the membership plus one.>

### Meetings

The Committee will meet <number in words> times per year.

## 6.2 Committee Workplan Template

The Committee Workplan Template is a useful tool to document the committees performance monitoring framework, planned activities and highlight the direct links to key UOW strategies.

<Committee Name>

<SUBCOMMITTEE NAME>

WORKPLAN

200X

UOW Strategic Goal X: XXXXXXXX

**Objective X** (No. of the objective): XXXXX (Objective taken from the list of objectives under Goal 1 of the UOW Strategic Plan 2008-10. Subcommittees have different objectives depending on their Terms of Reference)

Relevant Performance Monitoring Framework (PMF) Indicator/s and Target/s:

Indicator/s	Target/s
<Add rows as necessary>	

Key UOW Strategies	Planned Actions	Committee Performance Outcome	Responsibility	Deadline	Progress and evaluation of outcomes
(Strategy is taken from UOW Strategic Plan 2008-10 and mapped out to subcommittees).	(There may be more than one action for each strategy)	(What do you intend to achieve? Refer to UOW PMF indicator /target where appropriate)			

and/or

**CONTINUOUS IMPROVEMENT ACTION:** As identified by subcommittee, e.g. reviewing terms of reference, inducting new members, committee self evaluation. These actions do not necessarily link to the Strategic Plan but are still necessary as part of the effective functioning of the committee)

Planned Actions	Committee Performance Outcome	Responsibility	Deadline	Progress and evaluation of outcomes
<Add rows as necessary>				



## 6.3 Committee Agenda Template

The Committee Agenda Template is a useful tool in preparing committee agendas. Modify the template to suit the needs and formalities of the committee you support.

**<COMMITTEE NAME> – <Date, Month Year>  
AGENDA**

Agenda of the <meeting number in words> meeting of the <committee name> to be held at <time> on <date: day, date, month, year> in <location: room number, building name or number>.

**PART A - OFFICIAL BUSINESS** <break up committee business into sections if appropriate>

<List standing items of business in this section of the agenda. Include draft resolutions where the Committee needs to record a decision eg – confirmation of minutes.>

**A1 Apologies and Leave of Absence**

**A2 Arrangement of Agenda**

**A2.1 Conflicts of Interest**

**A2.2 Confidential Items**

**A2.3 Starring of Items**

**A3 Business Arising from the Minutes**

**A4 Confirmation of Minutes**

**<ATTACHMENT p.#>**

**Draft Resolution:**

*that the minutes of the previous meeting held on <date> be confirmed and signed as a true record.*

**A5 Chair's Report**

**PART B – COMMITTEE BUSINESS**

**B1 <Item / Subcommittee name / Working Party>**

**<ATTACHMENT p.#>**

**Draft Resolution:**

*that <committee name> receive the <subcommittee name / working party> minutes of <date of subcommittee / working party>, as attached to the agenda paper.*

**B2 <Item / Subcommittee name / Working Party>**

**<ATTACHMENT p.#>**

**Draft Resolution:**

*that <name of Committee> receive the <name of subcommittee / working party> minutes of <date of subcommittee / working party>, as attached to the agenda paper.*



**PART A**

**<NAME OF AGENDA SECTION eg. OFFICIAL BUSINESS>**

**ATTACHED IS THE ITEM  
LISTED ON THE AGENDA SHEET**

**<Name of Executive Officer>  
<Title, Name of Committee>**

The unratified minutes of the <date> meeting of the <committee name> are attached.

---

**Draft Resolution**

*that the minutes of the previous meeting held on <date> be confirmed and signed as a true record.*

---

**ATTACHMENT:**  
Minutes of <date> <name of committee> meeting

<b>Drafted by:</b>	<b>Reviewed by:</b>	<b>Approved by:</b>
<title of officer drafting the agenda paper>	<title of any officer reviewing the paper>	<title and name of officer approving the agenda paper eg. committee chair or senior executive member>

**PART B**

**<NAME OF AGENDA SECTION eg. COMMITTEE BUSINESS>**

**ATTACHED ARE THE ITEMS  
LISTED ON THE AGENDA SHEET**

**<Name of Executive Officer>  
<Title, Name of Committee>**

The unratified minutes of the <Date> meeting of the <Name of subcommittee / working party> are attached.

**Draft Resolution**

*that the <name of Committee> receive the minutes of the <date> meeting of the <name of subcommittee / working party> meeting as attached to this agenda paper.*

**ATTACHMENT:**  
Minutes of <date> <name of subcommittee / working party> meeting

Drafted by:	Reviewed by:	Approved by:
<title of officer drafting the agenda paper>	<title of any officer reviewing the paper>	<title and name of officer approving the agenda paper eg. committee chair or senior executive member>

**PART C**

**<NAME OF AGENDA SECTION eg. GENERAL BUSINESS>**

**ATTACHED ARE THE ITEMS  
LISTED ON THE AGENDA SHEET**

**<Name of Executive Officer>  
<Title, Name of Committee>**

<Begin with a brief description of the issue.>

<Include relevant background information eg. If the paper is accompanying a new or amended policy, a review or a report you should describe why the policy/review/report was necessary, what consultation has taken place and what needs to happen next. >

<Provide a suggested course of action for the Committee. Note that the Committee may be the final receiving body for the item or it may need to pass a resolution referring the matter to a higher authority for approval.>

**Draft Resolution**

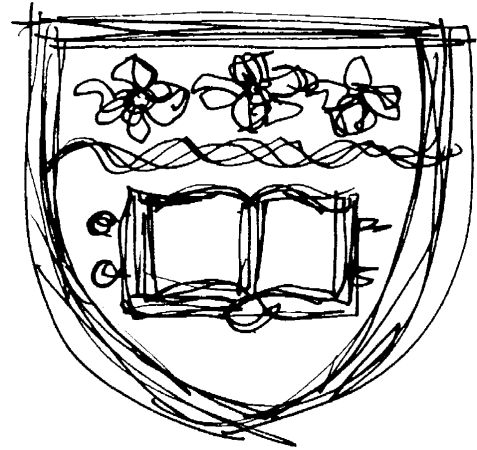
that <committee name> note the presentation on <name of topic> and approve the <course of action> as set out in the agenda paper.

**ATTACHMENT**  
<name of attachment>

Drafted by:	Reviewed by:	Approved by:
<title of officer drafting the agenda paper>	<title of any officer reviewing the paper>	<title and name of officer approving the agenda paper eg. committee chair or senior executive member>

## 6.4 Committee Agenda Cover Page Template

The Committee Agenda Cover Page Template should be used when preparing Committee Agendas.



**<COMMITTEE NAME>**  
**MEETING AGENDA**

**<DATE>**

---

### FURTHER INFORMATION REGARDING THE <COMMITTEE NAME> AGENDA

If you wish to raise issues concerning any agenda items, or wish to submit apologies for the meeting, please contact <Executive Officer Name> (ph: 4221 xxxx or email: xxxx@uow.edu.au) **before** the meeting.

## 6.5 Committee Agenda Planning Template

The Committee Agenda Planning Template is a useful tool in recording notes and items for inclusion in Agendas, after discussions with members or the committee chair.

<b>&lt;Committee&gt; &lt;Year&gt; Agenda Planning</b>			
Meeting 1: <Date>	Meeting 2: <Date>	Meeting 3: <Date>	Meeting 4: <Date>
Chair's Report	Chair's Report	Chair's Report	Chair's Report
<ul style="list-style-type: none"> <li>&lt;Add bulleted rows as necessary to record notes&gt;</li> </ul>			
Business from Subcommittees	Business from Subcommittees	Business from Subcommittees	Business from Subcommittees
<ul style="list-style-type: none"> <li>&lt;Change headings as required&gt;</li> </ul>			
General Business	General Business	General Business	General Business
<ul style="list-style-type: none"> <li>&lt;Add bulleted rows as necessary to record notes&gt;</li> </ul>			
Other Business	Other Business	Other Business	Other Business
<ul style="list-style-type: none"> <li>&lt;Add bulleted rows as necessary to record notes&gt;</li> </ul>			

## 6.6 Committee Deadlines Template

The Committee Deadlines Template for executive officers/secretaries to use when planning agenda deadlines, circulation dates, and meetings with the committee chair.

<Name of Division> - <Name of Unit>

**<Name of Committee> - <year>**

Committee	Meeting	Meeting Dates	Call for Agenda Items	Agenda Deadline	Agenda Meeting with the Chair	Distribute Agenda	Distribute Minutes to Chair
<Committee Name>	1	<Date>	<Date: 4 weeks before meeting>	<Date: 2 weeks before meeting>	<Date: Day before agenda distribution>	<Date: 1 week or 5 working days before meeting>	<Date: Within 5 working days of Meeting>
	2						
	3						
	4						

## 6.7 Committee Chair's Notes Template

The Chair's Notes Template is a useful tool for preparing the notes for the committee chair to use during the committee meeting.

<Unit>

### Committee Chair's Notes

<Committee Name>

<Day, Date Month Year> @ <Time am/pm> in <Room>

PART A OFFICIAL BUSINESS <Update the item numbers/titles to match agenda>		
Item No.	Item Name	Discussion
	<b>Opening Remarks and Welcomes</b>	<b>Welcome</b> New Members: <Name, Name, Name> All Members In attendance: <Name, Title and Unit/Division>
A1	<b>Apologies and Leave of Absence</b>	<b>Apologies received from &lt;Name, Name, Name&gt;</b> <b>Leave of Absence: &lt;Name, Name, Name&gt;</b>
A2	<b>Arrangement of Agenda</b>	<b>A2.1 Conflicts of Interest</b> <The chair may wish to ask if any members have any actual or potential conflicts of interest regarding any of the papers> <b>A2.2 Confidential Items</b> <As appropriate, ask members to leave if required> <b>A2.3 Starring of Items</b> Already starred: <item numbers> <b>&lt;Specials notes for the chair about Starring eg. Rob, please note: If C6 gets starred, can this item be brought forward on the agenda please (request from Claudia)&gt;</b> <b>That a motion be put for the adoption of the draft resolutions for the unstarred items.</b>
A3	<b>Business Arising from the Minutes</b>	<None or List>
A4	<b>Confirmation of Minutes</b>	<b>Draft resolution</b> <i>That the minutes of the previous meeting held on &lt;date&gt; be confirmed and signed as a true record</i>
A5	<b>Chair's Report</b>	<List items>

<b>PART B</b>	<b>COMMITTEE BUSINESS</b>	
<b>PART C</b>	<b>GENERAL BUSINESS</b>	
<b>*C1</b>	<b>&lt;Item Name&gt;</b>	<p>&lt;Brief notes about the item&gt;</p> <p>&lt;Make a note for the chair if comments are welcomed eg. Ask for comments, feedback?&gt;</p>
<b>*C2</b>	<b>&lt;Item Name&gt;</b>	<p>&lt;Name&gt; to present.</p> <p>&lt;Brief notes about the item&gt;</p> <p><b>Draft resolution</b></p> <p>&lt;Detail draft resolution&gt;</p>
<b>C#</b>	<b>Other Business</b>	<Ask committee members if anyone has any items of other business>
<b>C#</b>	<b>Next Meeting</b>	<Date and Room Location>

<Name of Executive Officer>  
 Executive Officer, < Committee Name>



## 6.9 Committee Maintenance Template

The Committee Maintenance Template is a useful tool for executive officers to record that their records management is accurate and completed.

<Unit>

### Committee Maintenance

<Committee Name>

**Meeting 1: <Day, Date Month Year>**

Action	Date Completed
Resolutions Entered into Resolutions Register	
Image Real Updated - Agenda	
- Ratified Minutes of Previous Meeting - <Date>	
Minutes updated on webpage	
<Add rows and tasks as required>	

**Meeting 2: <Day, Date Month Year>**

Action	Date Completed
Resolutions Entered into Resolutions Register	
Image Real Updated - Agenda	
- Ratified Minutes of Previous Meeting - <Date>	
Minutes updated on webpage	
<Add rows and tasks as required>	

**Meeting 3: <Day, Date Month Year>**

Action	Date Completed
Resolutions Entered into Resolutions Register	
Image Real Updated - Agenda	
- Ratified Minutes of Previous Meeting - <Date>	
Minutes updated on webpage	
<Add rows and tasks as required>	

**Meeting 4: <Day, Date Month Year>**

Action	Date Completed
Resolutions Entered into Resolutions Register	
Image Real Updated - Agenda	
- Ratified Minutes of Previous Meeting - <Date>	
Minutes updated on webpage	
<Add rows and tasks as required>	

## 6.10 Committee Outstanding Actions/Issues Log Template

The Committee Outstanding Actions/Issues Log Template is a useful tool for executive officers/secretaries to record issues in a central place and actions that need to be completed.

<Name of Division> - <Name of Unit>

<Committee Name> - Outstanding Actions / Issues Log <year>

Committee	Meeting Date	Resolution Number	Summary of Issue	Summary Suggestions/ Recommendations	Issue Received From	Reference/Location of Original Documentation	Priority/Risk	Actions Taken
<Add rows as necessary>								

## 6.11 Committee Agenda Cover Colours Template

The Committee Agenda Cover Colours Template is a resource for executive officers to refer to when printing agendas.

### Committee Agenda Cover Colours Template

Committee	Cover Sheet	Agenda Summary	Section Dividers	Agenda Paper Cover Sheets
Council	Zuli Blue	Light Blue	Purple	Lilac
Admin Committee	Light Blue	Kula Cream	N/A	Light Blue
Audit Committee	Olive Green	Cream	N/A	Cream
C&HA Committee	Dark Green	Kula Cream	N/A	Light Green
Nominations Committee	Dark Yellow	Lemon	N/A	Lemon
Council iC Oversight Committee	Kula Cream	Vada Blonde	N/A	Vada Blonde
Academic Senate	Tula Pink	Tula Pink	Grey	Tula Pink
Senate Standing Committee	Tula Pink	Tula Pink	Grey	Tula Pink
University Education Committee	Kula Cream	Kula Cream	N/A	Kula Cream
University Internationalisation Committee	Kula Cream	Kula Cream	N/A	Kula Cream
Education Policy Review Subcommittee	Kula Cream	Kula Cream	N/A	Kula Cream

## 6.12 Committee Minutes Template

The Committee Minutes Template is a useful tool for executive officers or secretaries writing committee minutes. Modify for the committee you support.

**<COMMITTEE NAME> – <Date, Month Year>  
MINUTES**

Minutes of the <meeting number in words> meeting of the <committee name> held at <time> on <date: day, date, month, year> in the <location: room number, building name or number>.

---

**PRESENT:** <list those members present at the meeting: title, initial, surname, position in University (if applicable)>

**IN ATTENDANCE:** <list others in attendance eg. executive officer, other officers present to provide advice or assistance: title, initial, surname, position in University>

**APOLOGIES:** <list those members who were not at the meeting>

---

<Include any introductory remarks from the Chair here: eg. Prior to the commencement of official business, the Chair welcomed Mr X to his first meeting.>

### **PART A - OFFICIAL BUSINESS** <break up committee business into sections if appropriate>

#### **\*A1 Apologies and Leave of Absence**

Apologies were received from <title, initial and surname of those who have tendered apologies>.

#### **\*A2 Arrangement of Agenda**

##### **2.1 Conflicts of Interest**

<Note any conflicts of interest that any members have with particular agenda items. If a conflict is reported note how it was resolved – eg. the member left the room for the item, did not participate in voting for the item, it was decided that the conflict of interest was minimal and the member was permitted to participate in the discussion relating to the item. If no conflicts of interest are reported note “There were no conflicts of interest reported”>

##### **2.2 Determination of Confidential Items**

<List any confidential agenda items here by agenda item number and title – the discussion relating to confidential items should be recorded in a separate confidential minute after the non-confidential agenda items which can be detached from the non-confidential minutes. Refer to section D of template>

##### **2.3 Starring of Items (optional)**

<If the committee operates using a starring system (ie. members “star” agenda items that they wish to discuss and the Committee as a whole only discusses the starred items) then the items that were starred for discussion should be listed here – see example below>

- A1 - Arrangement of Agenda
- A2 - Minutes of the Previous Meeting
- A3 - Business Arising from the Minutes
- A4 - Apologies and Leave of Absence
- A5 - Chair's Report
- B1 - <Agenda Item>
- C1 - <Agenda Item>
- C2 - <Other Business>
- C3 - <Next Meeting>
- D1 - <Confidential Items>

<Update to the list to reflect the agenda items>

<If the committee operates using a starring system then it is important that the committee adopts the draft resolutions from the unstarred items. Eg: "A motion was passed for the adoption of the unstarred items">

#### 2.4 Rearrangement of Agenda Items

<If the agenda items were discussed out of agenda order you may wish to place a note to that effect at this point within the minutes and then record the minutes relating to each agenda item in agenda order. Eg: Council agreed to deal with the confidential items ahead of the other starred agenda items. All items are recorded in agenda order in the minutes.>

#### \*A3 Business Arising from the Minutes

<Record any items of business arising here together with resolutions if applicable>

#### \*A4 Confirmation of Minutes

**RESOLVED** <Resolution number: year/sequential resolution number eg. "2007/01">

*that the minutes of the previous meeting held on <date> be confirmed and signed as a true record.*

#### \*A5 Chair's Report

<If the agenda items were discussed out of agenda order you may wish to place a note to that effect at this point within the minutes and then record the minutes relating to each agenda item in agenda order. Eg: Council agreed to deal with the confidential items ahead of the other starred agenda items. All items are recorded in agenda order in the minutes>

### PART B – COMMITTEE BUSINESS

#### \*B1 <Agenda item title>

<Discussion>

**RESOLVED** <resolution number>:

*that <committee name>*

**PART C – GENERAL BUSINESS**

**C1 <Agenda item title>**

<Discussion>

**RESOLVED <resolution number>:**

*that <committee name>*

**C2 Other Business**

<Record any items of other business that were raised here along with resolutions is applicable>

**C3 Next Meeting**

The next meeting is scheduled to be held on <date>.

The meeting closed at <time>.

Signed as a true record:

-----

Chairperson  
/ /

CONFIDENTIAL

**PART D – <COMMITTEE NAME> – <Date, Month Year>: Confidential Minutes**

**\*D1 <Agenda item number and title>**

<Discussion relating to the confidential agenda item>

**RESOLVED <resolution number>:**

*that <committee name>*

## 6.13 Committee Evaluation Template

The Committee Evaluation Template is a useful tool for executive officers/secretaries guiding committees through self-evaluation. It should be modified depending on the committee needs.

<Unit>

### Committee Evaluation

<Committee Name>

<Date >

*<On a bi-annual basis committee's are encouraged to conduct a committee evaluation in the last meeting of the year. The committee evaluation should be an agenda item and a designated time should be allowed for members to either fill out a paper based survey and/or discuss committee performance.*

*Other methods include using focus groups or online surveys.*

*Delete this section in red after reading.>*

Questions – Please circle your answer.

#### Role of the Committee

1. I have a good understanding of the Committee's role

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No Response
----------------	-------	----------	-------------------	--------------------

Comments: <Add a comments row as necessary, if you would like free text available for every statement. Just hit enter at the end of the cell, and then merge the row.>

2. The committee's terms of reference are clear?

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No Response
----------------	-------	----------	-------------------	--------------------

3. The terms of reference are appropriate for the committee's mission

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No Response
----------------	-------	----------	-------------------	--------------------

#### Membership

4. I have a good understanding of my role and responsibilities as a member of the committee

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No Response
----------------	-------	----------	-------------------	--------------------

5. The following groups have sufficient representation on the committee:

a. academic staff

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No Response
----------------	-------	----------	-------------------	--------------------

b. non-academic staff

Strongly Agree	Agree	Disagree	Strongly Disagree	N/A or No Response
----------------	-------	----------	-------------------	--------------------

c. students

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**d. others**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**6. New members receive adequate induction**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**Role of the Chair**

**7. The chair is supportive and responsive to committee needs**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**8. The chair facilitates open discussion**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**9. The chair listens to all members**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**Learning and Teaching Strategic Plan**

**10. I understand the committee's responsibilities in the terms of the respective strategic plan**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**11. The committee is effective in achieving the state objectives in the respective Strategic Plan**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**Meetings**

**12. Committee meetings, as they are currently organised and conducted, provide an effective way of accomplishing the business of the committee**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**13. Committee agendas are well presented and the format is clear and easy to follow**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**14. Committee papers are provided in a timely manner, allowing members to consider matters fully?**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**15. It is clear how action arising from discussions is followed up and implemented**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**Communication with/from senate and sub-committees**

**16. I am satisfied with how the committee business and decisions of the sub-committees are communicated to the academic senate/the University**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

## Consultation

**17. The committee seeks appropriate input from interested parties (eg. Faculties, committees, Policy and Governance Unit, CEDIR, students and interest groups) in its decision making**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

**18. I am satisfied with the communication between UIC and its sub-committees**

Strongly Agree      Agree                      Disagree                      Strongly Disagree      N/A or No Response

## Comments

## General

**19. What matters or issues has your committee handled most effectively during the last year, and why?**

**20. What matters or issues has your committee handled least effectively during the last year, and why?**

**21. Based on your involvement with your committee in <year>, what aspects of the committee is most in need of change or development? (Please include suggestions for how this might be achieved)**

**22. Please express any other views you might have about the role and effectiveness of your committee over the past year.**

## 7 Related Resources

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### Handbooks

Academic Senate Handbook

### Newsletters

Communiqué <http://www.uow.edu.au/about/teaching/communique/index.html>

### Induction Manual

UOW Committee Induction Manual <http://www.uow.edu.au/governance/committees/index.html>

### Websites

Academic Senate website <http://www.uow.edu.au/UOW000264.html>

Committees @ UOW <http://www.uow.edu.au/governance/committees/index.html>

Governance @ UOW <http://www.uow.edu.au/governance/>

Policy @ UOW <http://www.uow.edu.au/about/policy/>

Schedule of Committee Meeting Dates <http://www.uow.edu.au/governance/committees/index.html>

Senate Standing Committee website <http://www.uow.edu.au/UOW000308>

UOW's Privacy Statement <http://www.uow.edu.au/about/privacy/>

### Books

Renton, N 2000, *Guide for Meetings and Organisations*, Vol 2, 6th Edition, LBC Information Services, Sydney

Fishel, D 2003, *The Book of the Board: Effective Governance for Non-Profit Organisations*, The Federation Press, New South Wales

## 8 Version Control Table

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Version Control	Date Released	Approved By	Amendment
1	September 2009	Senior Manager, Policy and Governance	New version