



ACPSEM

Australasian College of Physical Scientists & Engineers in Medicine
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ACPSEM Board Communication Policy

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1. PURPOSE

The purpose of this policy is to define the relationships, communication and reporting mechanisms of the Board, the CEO, Board Sub Committees, Certification Panels and ACPSEM staff

2. THE ROLE OF THE BOARD

The responsibilities of the Board as defined in the Governance and Directors Duties policy are:

- Compliance monitoring – ensuring compliance with the values, constitution, objects and purposes of the organisation
- Organisational governance – setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them
- Strategy – setting, reviewing and approving strategic direction and purpose
- Regulatory monitoring – ensuring that the organisation complies with all relevant laws, regulations and regulatory requirements
- Financial systems and monitoring – approving and reviewing the organisation’s budget, and ensuring adequate monitoring of management and financial performance to ensure the solvency, financial strength and good performance of the organisation
- Financial reporting – considering and approving annual financial statements and required reports to government
- Organisational structure – setting and maintaining a framework of delegation and internal control
- Leadership selection – selecting, evaluating the performance of, rewarding and, if necessary, dismissing the organisation’s Chief Executive Officer
- Succession and remuneration planning – planning for Board, CEO and executive succession, and determining CEO remuneration
- Risk management – reviewing and monitoring the effectiveness of high-level risk management and compliance in the organisation; agreeing or ratifying policies and decisions on matters which might create significant risk to the organisation, financial or otherwise
- Social responsibility – considering the social and ethical impact of ACPSEM policies and positions and ensuring that these are acceptable
- Board performance and composition – evaluating and improving the performance of the Board
- Board Committees – ensuring that appropriate committees are established to provide effective review, accountability and reporting mechanisms and to ensure the efficient conduct of work to be undertaken by the Board

3. THE ROLE OF THE CHIEF EXECUTIVE OFFICER

The responsibilities of the Board as defined in the Governance and Directors Duties policy are:

- Developing and implementing organisational strategies and making recommendations to the Board on significant strategic initiatives;
- Making recommendations for the appointment of staff, determining terms of appointment, evaluating performance, and developing and maintaining succession plans for staff;
- Developing the annual budget and managing day-to-day operations within the budget;



- Maintaining an effective risk management framework;
- Keeping the Board and regulators informed about any developments with a material impact on the organisation's performance; and
- Managing day-to-day operations in accordance with agreed standards for social, ethical and environmental practices.

The Board (and each Board member) relates to and communicates with the administration through the Chief Executive Officer (CEO), who may however, as a matter of mutual convenience, delegate another staff member to deal with or assist the Board, its Committees or individual Board members, either generally or on particular matters.

Notwithstanding any such delegation, the CEO remains responsible for the tasking, actions and performance of the staff member. This delegation exists by way of the ACPSEM Delegations Policy (see related documents).

The Board should seek and respect the advice of staff members, but must always make its own considered decision upon an issue.

Any Board or Board member complaint regarding any staff member must be directed through the Chief Executive Officer and should remain confidential unless and until the Board for good and sufficient reason otherwise decides.

4. THE ROLE OF BOARD COMMITTEES

In addition to the legislative and fiduciary responsibilities of the Board discussed in previous sections and in accordance with its constitution, the ACPSEM recognises the need for and role of various committees of the Board, including a Professional Standards Board (PSB).

Roles and responsibilities of all committees and panels are outlined in full in *ACPSEM Standing Committees Establishment, Delegations and Guidelines*, and the manner of delegations to these committees are discussed in the ACPSEM Delegations Policy.

5. THE RELATIONSHIP BETWEEN THE BOARD, COMMITTEES AND PANELS, THE CEO AND STAFF

The Board acts as a corporate body representing the best interests of the organisation. No committee of the Board, panel or Board member may therefore give directions to the CEO or any staff member, except to the extent that:

- the Board has expressly delegated its power in a specified area to that Committee, panel or Board member; or
- The CEO has expressly delegated responsibility to a specified staff member to support the Board its committees or certification panels

Mutual respect should always exist between Board members and staff, and recognition be given of the complementary roles of each.

Similarly, staff should not seek the direction or support of the Board, PSB, its committees or certification panels, unless the Board or CEO has expressly delegated responsibility to the staff member to do so.



Where a member of the College has been employed to undertake a staff role, the limitations relating to staff interaction with the Board, PSB, committees and panels shall apply to that member for the duration of their employment in matters relating directly or indirectly to their employment.

However, the ACPSEM recognises that this restriction ought not be applied to participation in a College AGM. Notwithstanding this exclusion, members in dual roles should note that if in acting in the capacity of a college member, the employee breaches confidentiality clauses in their employment contract, dismissal for misconduct may ensue in the manner defined in the contract.

6. THE RELATIONSHIP OF STAFF TO THE CHAIR OF THE BOARD

Where a staff member considers that they are being requested by the CEO to take unreasonable action or where they disagree with a decision or process undertaken by the CEO they should be enabled to take the matter to the Chair of the Board following exhaustion of the opportunities for resolution provided by the ACPSEM's Grievance Handling Policy (see Human Resource policies)

Where a staff member considers that they are being requested by the CEO to contravene significant legal or policy guidelines resulting in an immediate and negative impact on operations, they should have the right to take the matter directly to the Chair of the Board, without exhausting all available grievance handling avenues, and processes must be in place to facilitate this.

7. THE RELATIONSHIP BETWEEN CHAIRS OF THE PSB AND CERTIFICATION PANELS, THE CEO AND STAFF

Similar principles that apply to Board Governance (see section 1) have been applied with respect to committee interaction with staff and the CEO.

The PSB, other committees and panels, and each of their members, relates to and communicates with ACPSEM staff through the CEO, who may however, as a matter of convenience, delegate another staff member to deal with or assist these groups, either generally or on particular matters. Currently the CEO has delegated the TEAP Training Coordinators as the ACPSEM appointed staff to facilitate interactions to achieve the development and delivery of ACPSEM's education program and the exercising of ACPSEM's certification and registration requirements.

Notwithstanding this delegation, the CEO remains responsible for the tasking, actions and performance of staff members and the allocation of resources across the organisation, and this delegation will be regularly reviewed and updated by way of ACPSEM Board minutes.

Specific functions not included in this delegation to Coordinators are as follows:

- Approval of expenditures not itemized and approved by the CEO and Board in annual budgets
- Actions associated with the counselling, discipline or performance management of staff members
- Contract management (the CEO is the contract manager for all ACPSEM contracts)
- Approval (by exception) of activities that contravene ACPSEM Education and Human Resource Policies



Any Committee or certification panel complaint regarding any staff member must be directed through the CEO and should remain confidential unless and until the Board for good and sufficient reason otherwise decides.

8. BOARD MEETING SUMMARIES

A summary of Board meeting discussion and outcomes will be provided to all members and therefore all members of the PSB, committees and panels within 14 days of each Board Meeting, unless otherwise advised to the membership.

9. COMMUNICATION BETWEEN THE PSB, COMMITTEES AND PANELS

The PSB, committees and panels are encouraged to routinely exchange meeting minutes and other information with other committees, independent of the Board Meeting cycle and seek out opportunities for exchange of information and ideas.

10. BOARD RESPONSIBILITIES WITH RESPECT TO THIS POLICY

The Board may lay down reporting requirements as it deems desirable, both generally and in a particular case.

The Board will also progressively refine its own process, policies and protocols (including this statement) as need is shown to:

- Maximize efficiency and effectiveness;
- Remove doubts or difficulties;
- Deal with conflict of interest issues promptly;
- Clarify respective roles and responsibilities; and
- Let all parties know where they stand.

Adherence to these principles will assist to maximize Board effectiveness, ACPSEM's operations and the sense of teamwork between all parties.

11. BOARD ARTICULATION OF THE MISSION, VALUES AND STRATEGIC PRIORITIES OF ACPSEM

The ACPSEM Strategic Plan has been developed by the Board and is based upon the strategic priorities identified for the organisation. These strategic priorities are under review and will be included in this policy by December 2017.

The ACPSEM Strategic Plan is reviewed annually in October/November. PSB and Panel Chairs are invited to structure meeting agendas to facilitate local review of ACPSEM's strategic priorities and submission of recommendations to the Board. Revised strategic plans will be provided to Chairs in November each year.

The PSB, committees and panels are invited to present to the Board annually their achievements and intentions by way of an agreed reporting format and in accordance with the annual cyclic Board Meeting Schedule.



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12. PREPARATION FOR BOARD MEETINGS

The ACPSEM Chair (assisted by the CEO) and Company Secretary are responsible for preparation for ACPSEM Board Meetings

All Board members, PSB, Committee and panel Chairs will be advised annually (after the first Board Meeting of the year) of a schedule of dates by which ACPSEM Board agendas will be finalised, as a matter of good governance and to encourage contribution to Board agendas.