

# Trustee Director Course

## – Enhance your excellence

Enhance your excellence, the second level of AIST's Trustee Director Course, offers a challenging learning opportunity for experienced trustee directors and fund executives, and board Chairs. Enables enhanced effectiveness in the board room, with a focus on developing the competencies of the board as a collegiate body.

Key outcomes include strategic decision making, contributing to the board's strategic outcomes, board culture and governance, managing risk, leading board discussions in the context of changes to the economic and investment environment.

Facilitated by AIST and industry experts, this program will be delivered using a combination of interactive case studies and practical, real life learning experiences.

The course is facilitated as a public program, over five days. In-house options are also available to suit the needs of individual organisations and smaller groups.

### **Module 1: The board's role in strategic oversight** (up to 6 CPD hours)

Outlines the roles and responsibilities of the trustee board in overseeing the strategic thinking, development and planning processes to establish and monitor the future direction of the fund.

Analyses the three phases of strategic oversight and the role of the board and trustee directors throughout each phase. Key topics include:

- ▶ strategic thinking – environmental scans, formulating ideas, developing options
- ▶ strategy development – defining critical success, testing options, making decisions
- ▶ strategic planning – planning initiatives, identifying risks, setting actions and accountabilities.

### **Module 2: Guide the strategic direction of the fund** (up to 6 CPD hours)

Discusses the board's role in guiding the strategic direction through analysis of fund demographics, product design strategies, fund viability and strategic implementation. Key topics include:

- ▶ fund demographics
- ▶ member life stages
- ▶ products and services
- ▶ assessing fund viability
- ▶ strategy implementation.

### **Module 3: The economic and investment environment** (up to 3 CPD hours)

An interactive exploration of the economic concepts that influence investment outcomes. Has a particular focus on global themes that will drive investment returns and impact on future decision making for superannuation boards. Key topics include:

- ▶ economic concepts
- ▶ economic indicators
- ▶ economic cycle
- ▶ regulation of financial markets
- ▶ impact of government policy
- ▶ global economic themes.

## **Module 4: Managing and monitoring risk** (up to 3 CPD hours)

Provides an overview of the risk management framework, including APRA's Prudential Standard SPS 220, the risk management declaration and types of documentation required. Outlines a model that funds can use to holistically mitigate risk. Key topics include:

- ▶ risk management framework
- ▶ three lines of defence for mitigating risk
- ▶ APRA's requirements for risk reviews, including APRA prudential reviews and consultations.

## **Module 5: Investment governance** (up to 6 CPD hours)

Provides an overview of the investment governance process from formulating investment beliefs through to review of the investment strategy. Uses a range of activities to build up a spectrum of potential issues to highlight that investment governance is an evolving process, unique to each board. Key topics include:

- ▶ investment philosophy and beliefs
- ▶ investment governance
- ▶ investment strategy and objectives
- ▶ portfolio implementation
- ▶ asset management
- ▶ monitoring investment performance and exposures.

## **Module 6: Monitoring management** (up to 3 CPD hours)

Outlines the way in which the board works with the CEO and management to carry through the fund's strategic plan into business plans and objectives. Key topics include:

- ▶ monitoring the business plan
- ▶ managing and monitoring relationships between the Chair and the board, and the CEO and management
- ▶ CEO life cycle and evaluation
- ▶ remuneration policy and reward strategy
- ▶ monitoring business continuity.

## **Module 7: Board culture and governance** (up to 3 CPD hours)

Discusses the importance of creating a positive and engaged board culture in order for the board to achieve its business objectives that are aligned with the strategic plan. Looks at the ways in which the board can clarify expectations, establish a common view on how to operate and how to reflect on and improve its effectiveness.

Key topics include:

- ▶ board culture and behavior
- ▶ assessment of board effectiveness
- ▶ decision making pitfalls and framework
- ▶ the importance of the board keeping up to date with the latest tools and techniques.

## **Assessment** (up to 10 CPD hours)

Participants will be required to submit an assignment upon completing the program. As a guide, we recommend that you allow at least 30 hours post-course to complete the requirements of the assessment. The assignment will focus on the core skills and knowledge covered during the program.

Full Course – participants who have completed all modules will be required to submit an assignment within six weeks of completing the program.

Modules – participants will be required to complete an assessment task for each module within three weeks of completing each module.