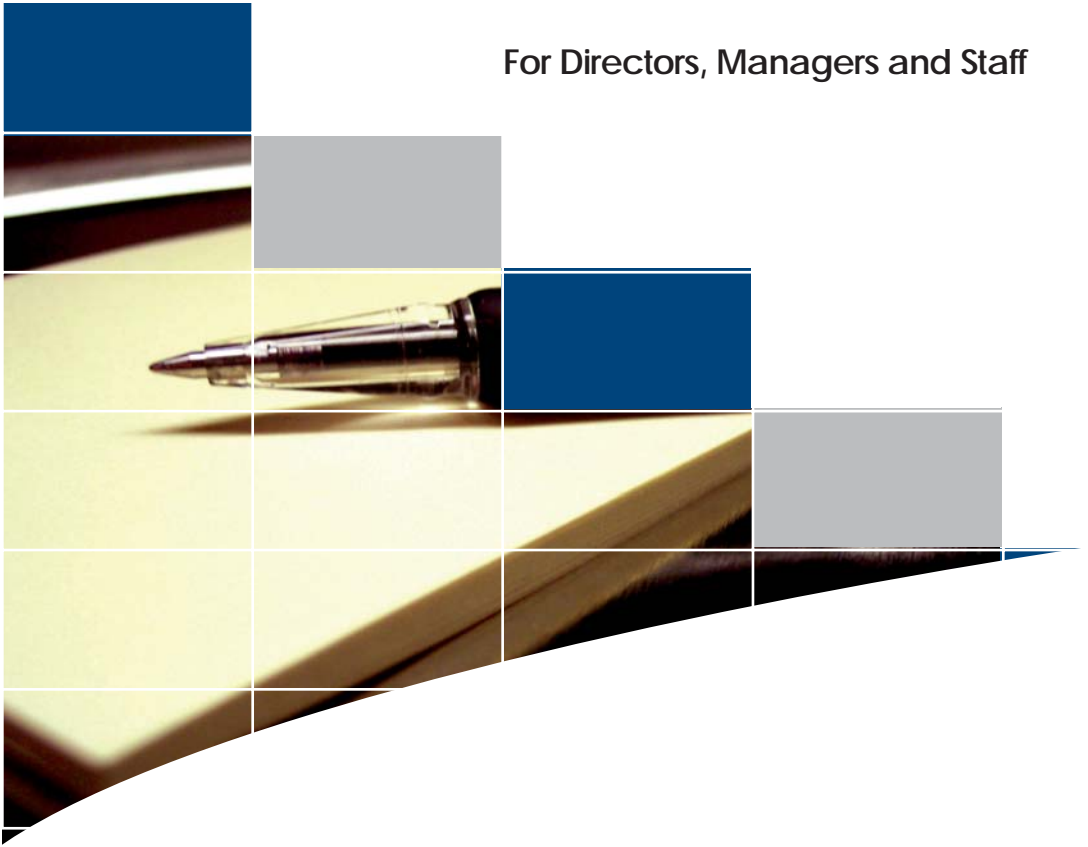


For Directors, Managers and Staff



EDUCATION & PROFESSIONAL DEVELOPMENT
COURSE & PUBLICATIONS DIRECTORY

2009 / 2010

AUSTRALASIAN

INTEGRITY EXCELLENCE PROFESSIONALISM

MUTUALS

INTEGRITY EXCELLENCE PROFESSIONALISM

INSTITUTE

INTEGRITY EXCELLENCE PROFESSIONALISM

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The AMInstitute website contains many useful resources and notices of upcoming events both at a national and regional level, access to our Annual Report, publications and resources updates and links to our industry partners.

We encourage you to explore the website and provide feedback if you wish.

As a member of the Institute, you will also find a "login" function that enables you to look up and network with other members and change/correct your own contact details. Your username is your email address and if you have forgotten your password please use the "forgotten password" feature.

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The AMInstitute Objectives

Background

The Australasian Mutuals Institute (AMInstitute) was formed on 1 January 2006 through the merger of the Australasian Institute of Credit Union Directors (AICUD) and the Australian Institute of Credit Union Management (AICUM).

Upon its formation, the organisation was known as the Australasian Credit Union Institute, but to meet the ongoing changes within the mutual financial sector it changed to the Australasian Mutuals Institute in April 2007

The objectives of AMInstitute are to:

- promote excellence, professionalism and integrity in the directors, managers and staff of all Mutuals; to improve their knowledge and skills with respect to their rights, duties and responsibilities; and, to promote a high standard of ethics amongst such directors, managers and staff;
- enhance excellence and professionalism in all aspects of the governance & management of Mutuals;
- facilitate the education and professional development of Mutual directors, managers and staff at national and regional level; and provide these services cost-effectively to members;
- uphold and maintain the philosophy and principles of the Mutuals, through networking, co-operation and the exchange of ideas among members;
- promote the management of Mutuals as a career;
- affiliate with organisations with similar objects both within and external to the Mutuals Sector; and
- ensure that directors, managers and staff keep up-to-date with relevant legislative, economic and social matters which affect their roles and responsibilities as credit union and mutual building society directors, managers and / or staff.

To meet these objectives, AMInstitute conducts a comprehensive program of educational professional development and networking events in the form of conferences, seminars and training courses throughout the year - both at a national and regional/state level. The National Conference & Expo (which is held in either February or March each year) is the premier event on the Institute's annual calendar of events.



The AMInstitute National Directors

Graham Olrich

Chairman
Director 1999 - Current

Ken Campbell

Deputy Chairman
Director 1995 - Current
Director
Queenslanders Credit Union, QLD

Ashley J Jennings

Director
Director 1999 - Current
Chief Executive Officer
Sydney Credit Union, NSW

Warwick Smith

Director
Director 2007 - Current
Director
Pulse Credit Union, VIC

Greg Connor

Director
Director 2001 - Current
Chief Executive Officer
Savings and Loans Credit Union, SA

Danny Cloghan

Director
Director 2000 - Current
Director
CPS Australia Community Credit Union, WA

Greg Wright

Director
Director 2004 - Current
Chairman
Macarthur Credit Union, NSW

Scott King

Director
Director 2004 - Current
Chief Executive Officer
Qantas Staff Credit Union, NSW

Malcolm Graham

Director
Director 2005 - Current
Director
Gateway Credit Union, NSW

Elsbeth Torelli

Director 2009 - Current
Executive Manager Finance
Victoria Teachers Credit Union, VIC

Mark Kotorac

Chief Executive Officer
Chief Executive Officer 2000 - Current

AMInstitute Membership

Some very good reasons to consider the AMInstitute membership

The role of the Australasian Mutuals Institute (AMInstitute) is to create and maintain best practice in mutuals' governance management and offer continuous learning opportunities for individuals and mutuals and provide an appropriate recognition of achievement. As the peak professional body for mutual directors, managers and staff in Australia, it plays a role for members and the industry in providing management information, practical education and training and opportunities for networking.

General Benefits for Member, (including)

- Significant discounts for AMInstitute and partnered event and professional development courses
- Website (www.aminstitute.org.au constantly updated with details of AMInstitute activities and current news, including National, NSW/ACT, SA/WA/NT, VIC/TAS and QLS sections.
- Annual Remuneration surveys (for Boards and Management)
- Regional activities (business breakfast/lunches/dinners with speakers, social events, golf days, etc.
- Annual National Conference and Exposition. Mid year conference for directors and senior managers
- Online Membership Directory
- Seminars, workshops and training courses for directors, managers and staff.

THE AMInstitute CONTINUING PROFESSIONAL DEVELOPMENT (CPD) SYSTEM

Responsibility, Recognition, Recording

AMInstitute, through its commitment to the excellence, professionalism and integrity of its members, is focused on supporting the continuing enhancement in the professionalism of directors, managers, and staff from mutual ADIs and other mutual organisations.

A key plank in the drive towards greater industry professionalism is the new Institute's Membership Categorisation System and its linkage to continuing professional development (CPD) requirements.

This is a system of continuing professional development that is intended to encourage members to complete a minimum level of CPD in order to maintain the membership category that they have attained, their commitment to ongoing professional development and recognition of the evolving business and regulatory environment in which mutual ADIs now operate.

The approach that has been adopted, removes AMInstitute almost entirely from any "regulatory" role in monitoring the adherence to the minimum number of CPD hours completed by Fellows, Associate Fellows and Members of the Institute. The minimum CPD requirements per membership category (per annum) have been set as follows :

Category	Directors' Stream	Managers' Stream
Fellow	30	25
Associate Fellow	25	15
Member	20	10

The one regulatory aspect that does exist is a commitment by AMInstitute to conduct a random audit annually via credit unions / building societies to verify that Fellows and Associate Fellows are meeting their minimum CPD hour commitments. Such a random audit would be limited to no more than 5 per cent of Fellows and Associate Fellows in any one year.

CPD Points will be awarded based on either the AMInstitute formula or the formula used by other professional associations recognised by AMInstitute as being appropriate to the professional development needs of directors and managers, particularly those from mutual ADIs, as well as other mutual organisations.

• The **responsibility** for CPD is a three way partnership between the individual member, their organisation and AMInstitute. The Institute does not see its role as interfering with the professional development that takes place within organisations but to assist and complement. AMInstitute will continue to provide professional development and training courses which are constructed and delivered specifically with credit union / building society directors and managers in mind. AMInstitute members will be responsible to ensure that:

1. they meet the minimum annual CPD requirements that are linked to their membership category, and;

2. the recording of their own CPD activity is maintained and kept up-to-date, ideally within the organisations training register.

- **Recognition** - AMInstitute will be providing guidelines on a formula to assist members meet their commitment to CPD. The formula covers all courses, workshops/conferences offered by AMInstitute. The AMInstitute formula is based upon three points for each half-day of learning and six points for each full day of learning.

The AMInstitute CPD system includes recognition of CPD conducted with those professional associations deemed relevant to the professional development needs of credit union/building society directors and managers (eg. AICD, AIM, CPA, ICAA, CSA, etc) along with accredited educational activities targeted at the retail financial services industry (eg. Abacus, ABA , Finsia).

AMInstitute recognises that many members, as part of their working commitments, will undertake PD activities external to AMInstitute and these will assist them in their credit union/building society role and responsibilities - these activities will also be accommodated in the proposed guidelines. CPD points awarded by these organisations will be deemed to have an equal value when included to meet AMInstitute CPD accreditation obligations.

Example: The AICD awards 12 hours CPD accreditation to AICD members attending their Company Directors' Conference (over 2-3 days), so that any AMInstitute members attending this event will be able to include these 12 hours of accreditation to meet their annual AMInstitute CPD obligations.

AMInstitute will maintain on its website in the section headed *Membership* a table that allocates CPD points for each educational activity delivered through AMInstitute. A copy of this table appears on the following pages.

- **Recording** - The guidelines will also acknowledge the necessity of recording CPD hours to ensure that members can meet their CPD commitments. Each mutual ADI will be requested to keep a record of all CPD activity on their training register in a form that will enable the provision of documentation to AMInstitute when conducting a random audit relating to the CPD activity for an AMInstitute Fellow or Associate Fellow in the credit union or building society.

Whilst CPD commitments will be monitored on an annual basis the impact on AMInstitute membership status will be assessed over a triennial basis to provide the flexibility inherent in members balancing their work, professional development, lifestyle and family commitments. Credit Unions and Building Societies will be encouraged by AMInstitute to include a reference to the AMInstitute Membership Categorisation and CPD systems and to determine the desired mix of CPD having regard to a minimum component of structured training/learning.

The CPD system has sufficient flexibility to cover the differing circumstances of both directors and managers and their varying educational and professional development needs. Furthermore, the system has sufficient scope and flexibility to include the educational and professional development offerings from a wide range of accredited organisations, especially the various professional institutes.

CPD Hours / Points Standard Formula Table

1. AMInstitute Training Courses / Workshops / Forums / Programs

Stream	Educational Activity	Pre-para-tory	WShops	Competency	Total Hrs
DS	Corporate Governance 1 Training Course - Directors Companion Booklet	3	6	-	9
DS	Financial Management 1 Training Course - Financial Statements Demystified - Financial Management Manual	6 3	6	-	15
DS	Board Audit Committee Training Course - Board Audit Committee Manual	6	6	-	12
DS & MS	Risk Management for Mutual ADI Directors - Course Manual	6	12	-	18
DS & MS	Embedding Risk Management with Strategy for Mutual ADI Directors Course		12		12
DS & MS	Directors Diploma Course - Compliance Manual - Compliance Modules (3) - DEW 1 Competency Assessment	12	12	25	49
	- Financial Statements Demystified /Financial Management Manual	2			
	- Financial Management Module - DEW 2 Competency Assessment	4	12	15	33
	- Strategic Marketing Manual - Strategic Planning & Marketing Module - DEW 3 Competency Assessment	6	12	20	38
	- Credit Risk Management Manual - Corporate Governance Manual - Lending / Credit Risk & Corporate Governance 11 Modules - DEW 4 Competency Assessment	6 6	12	20	44
MS	- Marketing Workshop		6		6
MS	- A Career - Not Just a Job		6		6
MS	- Rising Stars - SA/NT/WA		6		6
MS	- Skills & Career Development Forum		12		12
MS	- Advanced Management Forum		12		12
MS	- Introductory Financial Management		6	3	9
MS	- CFO & Financial Managers' Forum		12		12
MS	- Strategic HR Forum		12		12
MS	- Leadership Development (Emerging Leaders) Forum		12		12
MS	- Omega Performance On-Line Training Crs		12		12

CPD Hours / Points Table Standard Formula Table

Stream	Educational Activity	Prep	Work Shops	Comp	Total Hrs
MS	Interest Rate Risk Management for Mutual ADIs		6	-	6
MS	Operational Risk Management & Compliance for Mutual ADIs		6		6
MS	Derivatives & Hedging for Mutual ADIs		6		6
MS	Capital & Treasury Management for Mutual ADIs		12		12

2. Ongoing AMInstitute Professional Development Programs

Stream	Educational Activity	Prep	Work Shops	Comp	Total Hrs
	National Conference **				
DS & MS	- Full Program (Sunday - Tuesday)		18		18
DS	- Directors' program		12		12
MS	- Managers' program		12		12
	Leadership Development				
DS & MS	- Directors' & Senior Executives' Program		9		9
	Topical Issues Seminar				
DS & MS	- Full Program (1 day)		6		6
	Regional Programs				
DS & MS	- Directors Briefing Session (VIC) - PD Workshop (NSW) - Other (future events)*		2		2

DS = Directors' Stream
MS = Manager & Staff Stream

* Subject to AMInstitute National Office approval

** 6 hrs per day attended

EDUCATION & PROFESSIONAL DEVELOPMENT COURSES & SEMINARS

OVERVIEW OF ANNUAL PROGRAM

DIRECTOR STREAM

Introductory Training

Corporate Governance I
Financial Management I

Core Training - Minimum Competencies

AMInstitute Directors Diploma Course

Compliance Modules

2001 Corporation Act

2002 Prudential Regulation

2003 Financial Sector Regulation

Director Evidence Workbook No.1

- Financial Management II Module 2004

Director Evidence Workbook No.2

- Strategic Planning & Marketing

Module No.3

Director Evidence Workbook No.3

- Lending & Credit Risk Management

Module 2005

- Corporate Governance II Module 2007

Director Evidence Workbook No.4

Specialist Training

- Board Audit Committee
- Risk Management for Mutual ADI Directors
- Embedding Risk Management with Strategy for Mutual ADI Directors
- Mutuals and the LAW (In House)

MANAGEMENT / STAFF STREAM

Executive / Middle Management Programs

Capital & Treasury Management Course
CFO & Financial Managers' Forum
Strategic Human Resources Forum
Advanced Management Forum

Specialist / Middle Management Programs

Risk Management Courses

- Interest Rate Risk
- Operational Risk Mgt & Compliance
- Derivatives & Hedging

Marketing Workshop

Skills & Career Development Wkshop for Mgrs

Operational Management & Staff Programs

Introductory Financial Management Course

A Career Not Just A Job

Leadership Development Forum (Emerging Leaders)

Communicorp In-House Training

- Bite Sized Workshops
- Prime Time Workshops

Omega Performance On-Line Training Courses

- Consumer Lending
- Commercial Lending
- Financial Accounting for Lenders
- Business Lending Fundamentals

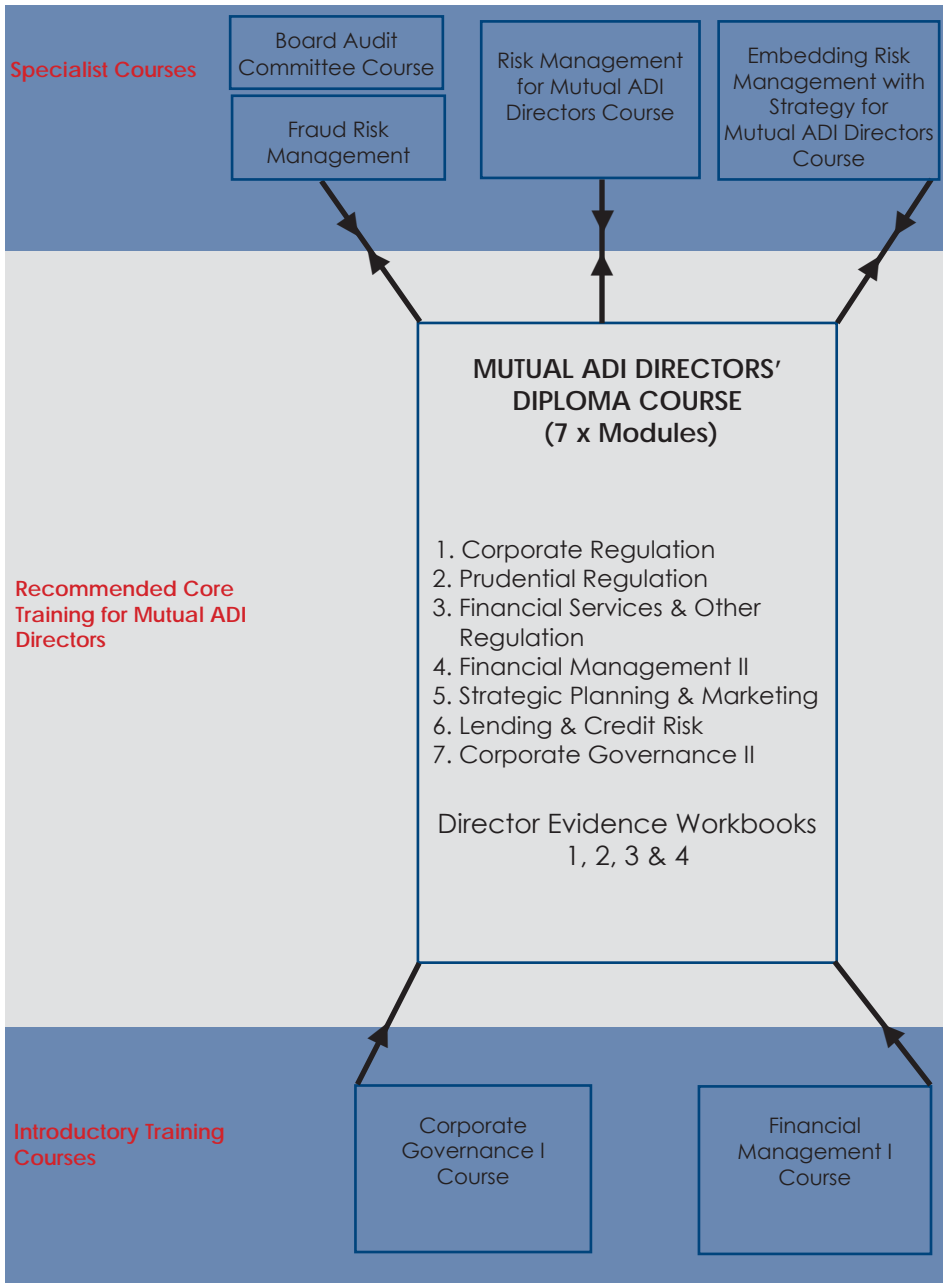
CONFERENCES & OTHER MAJOR EVENTS

(Annual)

National Conference & Trade Exposition

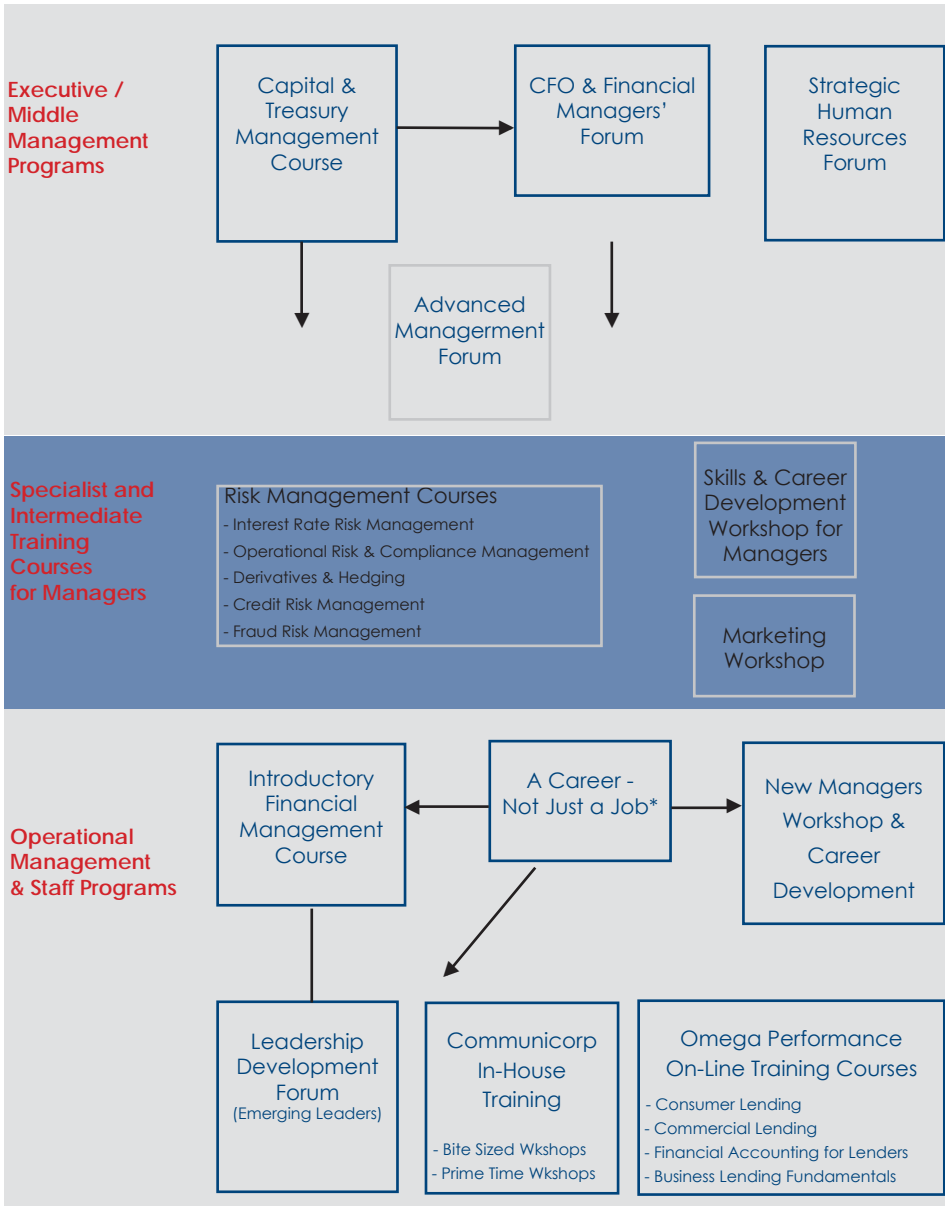
Leadership Development Conference (for Directors & Senior Executives)

DIRECTORS' STREAM PROGRAM



NB All courses in the Directors' Stream are open to Chief Executives / General Managers and level 2 Managers working with Boards or Board Committees.

MANAGER & STAFF STREAM PROGRAM



* Also known as the Rising Star Program SA/NT

← - - → Optional course pathway

← → Recommended course pathway

DIRECTORS STREAM



CORPORATE GOVERNANCE I - DS01

An introduction to the Mutual ADI style of corporate governance - a blend between the mutual philosophy of credit unions and building societies, and the regulatory requirements and prudential standards inherent in being a licensed authorised deposit taking institution.

Pre Course Work - Knowledge Development

Course participants will need to obtain the Director's Companion Booklet (7th edition - Jan 2007) which they must read and consider before attending the course workshop.

Course Workshop - Knowledge Application

The course workshop will seek to draw together the knowledge developed through the pre course work, build upon it further through tutorial sessions and then apply that knowledge in case study work and group plenary session format.

Topics covered in Mutual ADI Corporate Governance: -

- Credit Unions and Building Societies
- The Regulation of Mutual ADIs
- Corporate Governance Roles.

Format

One day in duration (9.00am to 4.30pm) commencing with registration tea/coffee from 8.30am and utilising a mixture of tutorial, case study and group discussion.

The course is usually scheduled to precede the Financial Management I for Mutual ADI Directors training course and is generally in March each year as this best fits the needs of newly elected directors from the most recent AGM season.

FINANCIAL MANAGEMENT I FOR MUTUAL ADI DIRECTORS - DS02

An introduction to the essential Financial Management knowledge, skills and technical competence required for mutual ADI directors to competently fulfil their fiduciary responsibilities.

Pre Course Work - Knowledge Development

Course participants will need to purchase the two linked resources which must be read and considered before attending the course workshop: -

- *Financial Statements Demystified, a book by David Hey-Cunningham (Fourth Edition - 2006)*
- *Financial Management I & II Manual for Mutual ADI Directors (AMInstitute) - Version : 2009*

The two resources are inextricably linked with the book providing the general knowledge and the manual applying this knowledge specifically to mutual ADI examples. The manual is now in Version 2009 having been updated in November 2008. Participants are required to read Chapters 1 to 9 of the book and Section 1 of the manual.

Course Workshop - Knowledge Application

The workshop will seek to draw together the knowledge developed through the pre course work, build upon this knowledge through tutorial sessions and then apply that knowledge in case study work and group plenary session format.

Topics Covered in Financial Management 1:

Introduction to running an enterprise

- The rules
- Liabilities
- Profit and Loss
- Mutual ADI Money Flow
- The basis of financial statements
- Assets
- Equity
- Cash Flow
- Specific areas for attention in Mutual ADIs

Format

One day in duration (9.00am to 4.30pm) commencing with registration tea/coffee from 8.30am and utilising a mixture of tutorial, case study and group discussion.

MUTUAL ADI DIRECTORS' DIPLOMA COURSE - DS03

Educational Objectives

- Provide the required level of training and education considered essential for a mutual ADI director to competently discharge their duties in the current business and regulatory environment in the best interests of the member/owners.
- To reward such a commitment to training and education through the awarding of the Diploma in Financial Services a nationally recognised qualification under the auspices of the Federal Department of Education, Science and Training.

Features

- Seven module course tailored specifically to the unique role of the mutual ADI director delivering a balance between credit union/building society philosophy, regulatory requirements and business expectations.
- A flexible program design containing a mixture of self study, course weekend workshops (4) spread over ten (10) months and four (4) Director Evidence Workbooks to be completed and incorporating two Mutual ADI based projects for submission to the AMInstitute Workplace Assessor for competency assessment under the guidance of our RTO - Future-staff.
- Access to the Department of Education Science and Training accredited Diploma in Financial Services specially tailored to the mutual ADI Directorship role with a total of fourteen units of competence embedded within the course.

Diploma Course - Three Stages Of Learning

- Knowledge development involving self study using the nominated resources to be completed prior to attending each of the four required course weekend workshops. Participants **must ensure** that they have access to the latest version of each of the resource manuals.
- Consolidation and application of knowledge and skills during the four course weekend workshops involving a mixture of tutorials, case studies in syndicate group and plenary group discussion sessions.
- Progressive completion of the work activities in the Director Evidence Workbooks in the lead up to, during and following each of the four course weekend workshops and incorporating the two credit union/building society based projects to demonstrate the required level of competency.

Diploma Course - Calendar Of Events - One Course Per Year

AMInstitute's annual Calendar of Events provides for one Diploma Course to commence each year and run over the financial year, this is dependant upon the number of registrations. The calendar also includes at least one weekend per year (usually in March) for the two introductory training courses (Corporate Governance 1, Financial Management 1) which provide an ideal means of preparation for the challenges of the Diploma Course.

Diploma Course - Options

Participants have the choice of registering for a full Diploma Course or registering for one or more specific course weekend workshops. Registering for the full Diploma Course is more cost effective than registering for the four workshops separately.

Those participants who register for a full Diploma Course still have the flexibility to pick up one or more workshops from a different Diploma Course if they are unable to attend one or more of the workshops within the Diploma Course.

Please note if you choose to enrol in the full Diploma Course you are required to complete all modules within 24 months of attending your first weekend workshop. If not you may be required to pay the registration for those workshops you are still required to attend in order to complete the Diploma Course. An extension to the completion time may be allowed in exceptional circumstances.

AMInstitute CPD Accreditation: refer to table

BOARD AUDIT COMMITTEE COURSE - DS04

This course focuses on the role of the Board Audit Committee within the broader context of the Mutual ADI corporate governance system. It reflects the Corporations Act requirements and the accounting and prudential standards that underpin the work of the modern credit union or building society Board Audit Committee. This course will be presented by Paul Gallagher a Partner from BDO Kendalls Chartered Accountants in Brisbane, a firm specialising in the audit of credit unions and building societies and a long standing supporter of director education.

Pre Course Work - Knowledge Development

Course participants will need to purchase the latest version of the Board Audit Committee Manual (Version Four - 2008) which includes the AICD Audit Committee Best Practice Guide (2nd Edition) which must be read and considered before attending the workshop.

Course Workshop - Knowledge Application

The course workshop will seek to apply the knowledge developed through the pre course work in tutorial sessions, case studies, group plenary sessions and discussions with the expert presenter.

Topics covered: - Board Audit Committee:

- Audit & the Risk Management Framework
- Board Audit Committee Responsibilities
- Audit Communication
- Audit Committee Operation

Format

One day in duration (9.00am to 4.30pm) commencing with registration tea/coffee from 8.30am and utilising a mixture of tutorial, case study and group discussion.

AMInstitute CPD Accreditation 12hrs

RISK MANAGEMENT FOR MUTUAL ADI DIRECTORS - DS05

2 Day Course (each held on Friday & Saturday) offered up to 4 times per year depending on demand.

- Specifically tailored to the risk management needs of credit unions & building societies
- Includes the latest regulations, practices and developments in Risk Management
- Provides you with a comprehensive understanding and working knowledge of the current best practice in this complex subject

What you will get out of this course:

- A detailed appreciation of the risks facing a credit union/building society in the current environment.
- An understanding of current risk management practices which represent "best practice" risk management.
- Sufficient knowledge and understanding to be able to carry out your duties as a director in relation to the risk management practices of the credit union/building society.
- A detailed appreciation of the approaches and practices in relation to the management of interest rate, liquidity, credit and operational risk in a credit union/building society.

Course Overview

This course is designed to provide you with a comprehensive understanding of the risks facing a credit union or building society in the current economic and regulatory climate. Current best practice approaches to managing these risks will then be covered. These approaches are drawn from a wide range of industry and regulatory guidance and practice including the AUS/NZ 4360 Risk Management Standard, the APRA prudential standards, Basle II, the ASX Corporate Governance requirements and the practices that are being accepted as the best way to manage risk in a financial institution. The course specifically covers all prudential regulatory requirements, specifically assessing the impact of the new Basle II regulatory framework on credit unions and building societies.

The aim of the course is to equip credit union/building society directors with an appropriate level of knowledge and skill to be able to understand the risk management aspects of their ADI and be able to discharge their responsibilities as a director. The course takes a practical, yet in-depth approach to this complex subject.

Group discussions are included to analyse implementation requirements and perceived implementation issues.

EMBEDDING RISK MANAGEMENT WITH STRATEGY FOR MUTUAL ADI DIRECTORS - DS06

A new two day course (held on a Friday & Saturday) offered up to three times per year depending on demand.

This new Level 2 training course seeks to build upon the knowledge gained through the Level 1 - Risk Management for Mutual ADI Directors courses first launched in August 2005 and continuing to be held throughout 2006 to 2009.

This new course will further develop Mutual ADI directors' and managers' capacity to apply risk management principles and techniques across the business in the post Basel II environment. The course covers the latest Regulations, Practices and Developments in Risk Management and Strategy to take your risk management knowledge to the next level. The integration of risk management with the overall business planning and strategy is the key to extracting true value from the risk management process.

What you will get out of this course:

- An appreciation of the expectations of Mutual ADI Boards and Senior Management regarding risk management in 2009 and beyond.
- An understanding of how to integrate risk management into the overall strategy and planning process.
- An update of regulatory requirements and APRA expectations in the post Basel II environment.
- An appreciation of how the new Basel II regulatory regime has impacted mutual ADIs and affected their competitive positions relative to other ADIs.
- An update on the changing risks facing mutual ADIs in the current and the future market environment.
- An understanding about ICAAP and the importance of risk capital assessment and capital planning.

CGU - AMInstitute Awards Program

Recognising the excellence of young professionals within the mutuals industry

AMInstitute is committed to the education and professional development of managers and leaders within our industry and is pleased to continue its support of the Awards Program, proudly sponsored by CGU. Originally launched as the Membersafe Young Achievers' Award, it was initiated in NSW in 2002 and is now in its seventh year as a national award. It provides four young credit union and building society employees with the opportunity to attend the AMInstitute National Conference & Exposition in Canberra, 21-23 March 2010. The award will be for one Young Achiever from each of the following regions – WA/SA/NT, QLD, NSW/ACT and VIC/TAS.

The AMInstitute National Conference & Exposition will provide these five Young Achievers with numerous networking and educational opportunities. Young Achievers' Award winners will have their conference registration, flights (where applicable) and accommodation paid for by CGU.

In an exciting initiative that commenced in 2005 the value of these awards is further enhanced with a focus on the future professional development of tomorrow's mutual ADI leaders. An additional prize in the form of a

Scholarship Award will be awarded to the entry judged as the most outstanding from those meeting the specific entry criteria and will provide funding for a Graduate Certificate in Management through a strategic partnership between AMInstitute and the University of South Australia (UniSA).

AMInstitute has entered into a partnership to jointly deliver an MBA program with UniSA to eligible managers and supervisors who are employed in Credit Unions / mutual Building Societies.

The MBA consists of 12 courses, and is structured in 3 stages. The first stage comprising 4 courses make up the Graduate Certificate in Management. Building on those 4 courses, by successfully completing another 4 courses the participant achieves the Graduate Diploma in Management and by successfully undertaking a further 4 courses the participant will be awarded an MBA. Each course is undertaken during an 11 week term, and the MBA is scheduled for 3 to 4 courses each year. You can study from wherever you are working or living, as the program is undertaken entirely online - anywhere, any time, any place.

This Scholarship Award will pay the fees of the first 4 core courses – the first stage - of the MBA.

* Alternatively, for anyone who is currently undertaking a similar type of course at this level, like a graduate certificate, graduate diploma or recognised degree from an accredited educational institution, **(or may have recently enrolled in a course which will commence in 2010)** will have their course fees paid (up to the value of \$9,000) This was a new initiative in 2008.

We look forward to support and participation from your credit union or mutual building society.

Judging Criteria

Nominations in the form of a written submission, are to address the following key judging criteria:

CGU - AMInstitute

1. Young Achievers' Award*

Nominees are requested to demonstrate to the judges:

- Why they are considered to be a "young achiever" in their credit union / building society
- How they believe they will benefit from attending the 2010 National Conference and Exposition in Canberra.
- What they have to offer the credit union / mutual building society industry.

2. Scholarship Award*

As a minimum, nominees for this award are expected to hold a managerial, supervisory, or team leader role within their credit union / building society, and to meet the University's admission criteria. They are requested to demonstrate to the judges:

- How education has influenced and assisted their career to date.
- Why they believe the Scholarship Award will make a difference to them personally and add value to their contribution within their mutual ADI.
- How, by completing a Graduate Certificate in Management (as part of the UniSA MBA Program); or their current course; or undertaking studies in the future is their own career likely to benefit and be advanced.





MANAGEMENT STREAM

INTRODUCTORY FINANCIAL MANAGEMENT - MS01

This is a complementary activity to the A Career - Not Just A Job and Rising Star programs.

One day of intensive presentations and case studies use examples drawn from actual mutual ADIs.

As preparation for the course, delegates are required to complete a brief case study of key performance indicators for their own credit union or mutual building society and will have background material they will need to read prior to the commencement of the course. Delegates must also submit a post-course assignment.

Delegates at this course will acquire a sound understanding of the financial management of mutual ADIs.

Issues Covered include:

- Coping with the volatility of interest rates
- Increasing competition in the financial system
- Changes in Australia and world economic conditions
- Ratios and measures of performance in key areas
- Credit risk and exposure management
- Asset and liability management
- Liquidity management of mutual ADIs
- Cost control within mutual ADIs

The course atmosphere allows participants to be casual and relaxed throughout, providing an ideal learning situation. The course includes time for networking outside the formal sessions. The format will ensure an appropriate mix of workshops and presentations bringing out the best in individuals and teams.

AMInstitute CPD Accreditation 9hrs
6hrs plus 3hrs assessment / assignment

ADVANCED MANAGEMENT FORUM - MS02

A forum for Executives and Senior Managers of Credit Unions and Mutual Building Societies

This two day program introduces key concepts related to leading organisations in the 21st Century. It focuses on strategic thinking and an understanding of the relationships within and between credit unions / building societies and their environments. The drivers and impacts of an increasingly complex globalised and technology-driven world with changing demographics will be explored. A number of contemporary management perspectives including the *Learning Organisation, Sustainability and Ethics* are introduced along the way and integrated with core strategic concepts.

This forum will enable you to understand strategic challenges and explore underlying assumptions within the perspective of future issues. This will enable us to deal with and probe important elements in the environment in which credit unions and building societies operate to generate an understanding for the future.

Current adult education techniques including case studies, videos and workshop discussion groups will create a stimulating interactive learning environment.

The forum will include time for networking outside the formal sessions.

Topics from past years include:

- 2004: Issues in corporate strategy, organisational change and executive development
- 2005: Innovation and Intrapreneurship: Innovation and entrepreneurship for sustainable competitive advantage
- 2006: An Understanding of Strategic Concepts: Drivers and Impacts
- 2007: Competitive Strategy - Developing a Point of Difference
- 2009: Lean Thinking for Sustainability & Growth - Innovative Strategies for tough times

AMInstitute CPD Accreditation 12hrs

CHIEF FINANCIAL OFFICERS' & FINANCIAL MANAGERS' FORUM - MS03

A Forum for Chief Financial Officers and other Senior Financial Managers of Mutual ADIs.

The Chief Financial Officers' & Financial Managers' Forum is a highly interactive professional development and networking opportunity for senior financial professionals within the mutual ADI sector.

The 2008 Forum included a major focus on how the key financial professionals can add maximum value to the business from both a business development and a technical compliance perspective.

There was also time allocated to focus on the important technical issues together with a focus on the evolution of risk management in the banking business.

AMInstitute CPD Accreditation 12hrs

SKILLS & CAREER DEVELOPMENT FORUM - MS04

The Skills & Career Development Workshop is designed for the dynamic young manager that wants to open their mind to a broader view and see the picture from many different angles. It encompasses the complexity and interdependence of leadership and management within today's credit union and building society.

Participants may currently hold a supervisory position, or be a newly - appointed or experienced team leader or manager within their mutual ADI. They play a vital role in their organisation and are looking to broaden their management skills.

Many new managers are promoted because they are technically smart, but often they face a steep learning curve as they learn the art of becoming a leader and manager within their organisation. This Workshop is designed specifically for the dynamic new manager that wants to quickly ramp up their capabilities as a manager within today's credit union & building society. Emphasis will be placed on the competencies required to be effective in entry level management roles.

The Workshop is a highly interactive professional development program that is aimed at those credit union / building society employees aspiring to a management career in the industry - to increase their knowledge of the leadership principles and management issues, including team building and motivation. Participants may currently hold a supervisory position, be a team leader or a newly appointed manager within their organisation. They play a vital role in their organisation and are looking to broaden their management skills.

The Workshop is a complimentary activity to the A Career - Not Just A Job Program and Rising Star program, and participants may have attended this in the past. Ample time is allowed for questions and discussions, and most topics are workshoped in small syndicate groups. Participants will discover new concepts and theories and test their understanding of ideas through business simulations and also share experiences with others from within the mutual ADI Sector.

The benefits

FOR YOUR ORGANISATION

- Better communication and understanding across the organisation
- Productivity gains from greatly enhanced team work
- Essential broadening of knowledge for high potential Managers

FOR THE INDIVIDUAL

- Developing skills in functions outside your previous experience
- Integration of disciplines within leadership and management
- Improve communication skills across culture

- Identify this leadership profile and explore how you can use this knowledge to create your own future
- Assess this leadership competencies and learn how you can develop your strengths
- Identify those additional skills and tools that can make you a better leader
- Become a better problem-solver and decision-maker

The topics covered include:

- Giving Effective Feedback
- Problem Solving for Managers
- Effortless Decision Making
- Managing Meetings Effectively
- Dealing with Aggressive Behaviour
- The Learning Organisation
- Setting our Personal Vision and Values
- The Leadership Identikit
 - Your Leadership Style
 - Situational Leadership in Action

Understanding Personality Types in the Workplace

- Coaching and Mentoring Skills for Managers
- Communication Skills for the Busy Manager
- Delegation: Sink or Swim!
- Mental Models
- Performance Management in the Workplace

AMInstitute CPD Accreditation 12hrs

STRATEGIC HUMAN RESOURCES FORUM - MS05

A forum for managers from credit unions & mutual building societies with a specific interest in exploring the potential contribution to business strategy of contemporary strategic human resource management concepts and techniques.

The Strategic Human Resources Forum (launched in 2008) has developed as a highly interactive sharing of ideas and experiences between Human Resources Specialists and Business Managers in mutual ADIs. The forum seeks to invigorate the role of strategic human resource management across all mutual ADIs through a structured networking experience and to identify areas in which AMInstitute and its partners may be able to provide professional support to these managers.

AMInstitute CPD Accreditation 12hrs

INTEREST RATE RISK MANAGEMENT FOR MUTUAL ADIs - MS06

This practical 1 day course provides you with the essential knowledge to be able to manage the interest rate risk in your balance sheet to ensure your regulatory and fiduciary responsibilities are met and you achieve good practice in this critical area of risk management.

The benefits you will get from attending this course:

- An understanding of interest rate risk and how it can affect your ADI
- A detailed understanding of the regulatory guidance, specifically APS 117, how it affects your ADI and how you can meet the APRA requirements for interest rate risk management
- A working knowledge of the techniques to quantify the level of interest rate risk
- The ability to understand and set your Risk Appetite and articulate it in terms of risk limits
- The ability to construct meaningful risk reports and be able to interpret them
- The ability to use interest rate risk information strategically in your Mutual ADI
- An understanding of how to alter the interest rate risk profile using a range of techniques including product mix changes, securitisation and derivatives
- The ability to assess the impact of alternative strategies on your level of risk
- The ability to review or develop an interest rate risk policy

AMInstitute CPD Accreditation 6hrs

OPERATIONAL RISK MANAGEMENT AND COMPLIANCE FOR MUTUAL ADIs - MS07

The “How To” for Operational Risk Management, this practical 1 day course provides you with the essential knowledge to be able to implement and manage the operational risk management and compliance function in your ADI so as to improve your ADIs performance, meet good practice risk management and your regulatory and fiduciary responsibilities.

The benefits you will get from attending this course:

- Understand the benefits of good practice Operational Risk Management (ORM) in your ADI
- Understand the APRA requirements under APS 114 and the Basle II framework
- Apply the AU/NZS 4360 Risk Management standard to your ORM function
- Understand how to implement a comprehensive ORM and compliance capability
- Be able to develop ORM and compliance policies and standards
- Understand how to carry out a Risk and Control Self Assessment
- Learn how to set up and use Key Risk Indicators to track your current risks
- Learn how to set up and use a loss incident recording and reporting system
- Be able to set up an integrated external and internal regulatory and control compliance capability
- Be able to incorporate BCM/DRP, regulatory compliance, AML, OH&S and fraud risk management into your overall ORM process
- Obtain the practical skills to make ORM work in your ADI and ensure it is embedded in the business
- Be able to report operational risk in a meaningful and useful way
- An understanding of the issues in using ORM solutions

DERIVATIVES & HEDGING FOR MUTUAL ADIs - MS08

Learn how to use derivatives to manage your interest rate risk. The increase in fixed rate lending and desire for many Mutuals to manage this lending on balance sheet has naturally led to an increase in interest rate risk. This in turn requires the ongoing management of that risk. This 1 day course covers the management of on-balance sheet interest rate risk using derivatives and ensures your mutual has addressed all aspects of using and controlling derivative hedging transactions.

What you will get out of this course:

- A detailed understanding of the nature of interest rate risk of fixed rate lending
- An in depth knowledge of interest rate derivatives including interest rate swaps and other more exotic derivatives
- A knowledge of what is required to commence using derivatives and the related transaction flow including recording deals, deal confirmation, settlement and rate setting.
- A knowledge of the key controls required over derivative hedging transactions
- An understanding of the hedge accounting requirements for derivatives under AASB 139, how to document hedges, test effectiveness and create accounting entries
- An appreciation of the fair value of a derivative and what it represents
- An awareness of the risks relating to using derivatives and how to control them
- The ability to create a Derivatives and Hedging Policy
- How to incorporate derivatives into your risk reporting

CAPITAL & TREASURY MANAGEMENT FOR MUTUAL ADIs - MS09

As Mutual ADIs find themselves working through the global credit and liquidity crunch and a more volatile and challenging post Basel II period, the role of treasury has become increasingly important. The demands for more refined management of margin, liquid funds, wholesale borrowings and risk demands a more sophisticated approach to the treasury function. In addition, the importance of capital management both from an APRA ICAAP and a risk / reward perspective has never been greater. This course will address how a Mutual ADI can develop and maintain an effective treasury and capital management function in 2009 and beyond.

You will get out of this course an understanding of:

- The functions and objectives of treasury in a Mutual ADI
- The main financial instruments and how they are used in a treasury activity
- How treasury activity is processed from deal creation, through settlements, to accounting
- How to account for and report on treasury transactions under AASB 7,132 and 139
- How to identify and manage market, credit and liquidity risk relating to treasury instruments
- The key risks facing your NIM in the current environment including credit spread, portfolio repricing, lack of fixed rate lending and short term margin squeeze
- A knowledge of the key operational risks and related treasury controls
- How to obtain / calculate the fair value of treasury instruments
- An appreciation of the benefits of an effective treasury function within a mutual ADI
- The essential components of a capital management process
- How to carry out a comprehensive ICAAP process and how to quantify each risk
- How to manage capital and utilise capital usage as a key management tool

MARKETING WORKSHOP - MS10

Are you really marketing or just advertising? Is your investment being placed in the right place? Are you getting real value for your marketing investment? Do you have a logo or a brand? These are the most common questions being asked of the marketing teams around the country.

More and more businesses are recognising the need for clear marketing communication with their customers or clients. With more competitors competing for the same dollar in every category, the organisations that are able to master the fundamentals and create a compelling reason for the customer to buy their product or service - and not those of their competitors - are the ones that will thrive and survive.

This workshop will answer your questions and demonstrate easy to implement ideas and concepts to get your brand moving. It is a workshop of usable and practical information to stimulate the thinking of every organisation. It will be a day that will clarify your marketing plans and fine-tune the strategies required to win in your market.

Gary Bertwistle your presenter and workshop facilitator, will introduce a simple, straight forward approach to marketing your brand. After covering off some of the essential fundamentals, how you can elevate your brand against your competition. Topics covered will include how to use PR effectively, how to create tone and a feeling around your brand, the changing face of media, how to create a category of your own, and a process to know whether your marketing is going to work, before you spend your budget.

This is designed to be a rewarding, interactive, thought provoking day that is sure to ignite the creative marketing juices in your credit union or building society. The workshop will feature individual and syndicate group problem solving exercises, presentations and group discussions.

If you want to be the best in your industry, this workshop will set you on the right track.

A CAREER - NOT JUST A JOB - MS11

A personal development program for the Credit Union & mutual Building Society leaders of tomorrow.

This program is designed for young credit union or mutual building society personnel. It aims to ensure we keep our best prospects by introducing them to the long-term career opportunities offered by the credit union or mutual building society.

2007 saw the NSW/ACT Region host their twelfth professional development program for aspiring credit union, and now building society managers, presented by a strong mix of professional presenters and credit union and building society success stories in a program of opportunity and development designed for those who will be the managers of tomorrow.

In the SA/NT/WA Region of AMInstitute, this program is known as *Rising Stars* and is also conducted on an annual or bi-annual basis.

Through hands-on, practical assistance, participants will be led through the myriad of opportunities available to them in credit unions and building societies, and more importantly, how they too can take advantage of the career opportunities on offer.

Through leadership and direction presented by peers and professionals, the young people of today will be presented with what is on offer for their tomorrows. This is an important professional development program for credit unions and building societies looking to the future and to those people who will be making that future "a career, not just a job".

AMInstitute CPD Accreditation 6hrs

RISING STARS - MS12

A full day personal development program for credit union employees who wish to make a career within the credit union movement. We encourage all AMInstitute Members to nominate their rising stars (the rising stars are not required to be members of AMInstitute) for this event via their Training or HR Manager.

Our program will bring together a strong mix of professional facilitators and credit union success stories to highlight the opportunities and career options available to credit union 'Rising Stars' and potential leaders of the future.

Throughout this hands-on interactive program, participants will learn about motivation and you, smart goal setting around a Career in your Credit Union, networking and mentoring opportunities. In addition, participants will have the opportunity to hear "A Career in a Credit Union" facilitated by Nikki Barns whose involvement with Credit Union spans over 22 years.

This personal development program is essential for credit union employees looking to make a career not just a job within the credit union movement. It is specifically targeted to individuals who are up and coming employees within your organisation, staff members you would like to reward for performance or have recently moved into their first leadership role.

AMInstitute CPD Accreditation 6hrs

EXECUTIVE DEVELOPMENT PROGRAM - MS13

The Australasian Mutuals Institute (AMInstitute) has had a strategic partnership with the University of South Australia (UniSA) for some five years to deliver a Master of Business Administration (MBA) for the credit union and mutual building societies of Australasia.

Recognising the need for mutuals' to compete with other major players in the banking and finance sector to attract and retain good people in the industry, UniSA and the Institute have developed a program for emerging and future leaders in the industry – the Executive Development Program.

The purpose of the program is to provide a formal structure for educational development, beyond the essential training required for employees in the Australasian mutuals industry. The program is designed to build on the knowledge and skills of people from their day-to-day experiences, on-the-job training and competency-based training programs.

The Executive Development Program is intended for people in supervisory and middle management roles to help them develop their skills and confidence as managers and leaders. In particular, the program is intended to assist participants to raise their level of management capability and understanding of business from an operational focus to a strategic perspective and to be aware of the broader issues and strategic implications involved in business management and leadership.

The program also provides a pathway to higher level educational qualifications with the University of South Australia at a Graduate Certificate, Graduate Diploma and Master's level.

The Program comprises six modules, based on courses from UniSA's Master of Business Administration (MBA) program. These modules are:

- Strategic Concepts
- Developing Leadership Capability
- Accounting for Management
- Marketing Fundamentals
- Knowledge Management
- Managerial Economics

Program Format

The Program comprises the six modules listed on the previous page. Each module is of two-days duration, spread over the course of a year. Each day of each module equates to 6.5 hours of lecturer contact time.

There is a work based assignment for each module of between 1500 – 2000 words requiring participants to reflect on the key elements of each module, how these elements relate to the participant's organisation and how the participant might improve their skills by relating these elements to their job.

As well, at the completion of the six modules, participants are required to complete a work based final major project of 3000 words that draws together content covered in all six modules. Participants will receive a Certificate of Completion when they successfully complete all program assessment items.

Successful completion of this program would provide status for two (2) courses within the MBA program for those participants who meet the standard entry requirements. Those students who enrol in the Graduate Certificate in Business Administration before enrolling in the MBA will be granted status for one course, and then status for a second course when enrolled in the MBA program.

Course status remains open for up to two years after completing all six modules in the program and the final major project.

Entry and Eligibility

There are no minimum entry criteria for the Executive Development Program, although it is strongly recommended that participants be at a similar experience and knowledge level to other supervisory/middle management participants. To be eligible for entry to the Graduate Certificate in Business Administration, applicants will normally have completed an undergraduate degree, or equivalent, and have a minimum of two years' appropriate professional experience.

Applicants who do not have an undergraduate degree but wish to commence the program require 5 years relevant work experience in full-time managerial/professional roles.

Dates/Times

Specific dates and times of delivery of the six modules are yet to be finalised. However, all six modules will be delivered over a 12 month period and will comprise face-to-face and online delivery and interaction with fellow participants.

Assessment and Assignments

An important attribute of the Leadership Development Program is the assignments require participants to reflect on the learning concepts and relate them to their work place. This approach enhances the relevance of the program content to the practice of managing and the opportunity for participants to apply what they learn.

The six module program has a work based assessment for each module of between 1500 – 2000 words. At the end of the program there is a final work based assignment of 3000 words that draws on content covered across all six modules.



AMInstitute NATIONAL CONFERENCE & EXPOSITION

The AMInstitute National Conference & Exposition is the Institute's premier event on the industry calendar. The format for the Conference consists of key note presentations on a range of topics including economics, leadership, corporate strategy, governance, management, motivation, business development and marketing, over a three day period in March of each year.

As always we select a number of accomplished and highly regarded speakers who will ensure that you are provided every opportunity to share first hand in their vision, their challenges and their accomplishments.

We carefully develop a conference program that ensures you will get the edge with the latest trends in corporate strategy, business, governance, management practice and leadership initiatives. Along with some new faces, we also welcome back a number of highly-rated speakers from past conferences.

To better reflect and meet the needs of the AMInstitute membership, a part of the program has a Mutual ADI director focus which will include a full day director development stream.

The structure of the Conference and Exposition is designed to facilitate learning, enjoyment and the opportunity to meet your fellow credit union and mutual building society colleagues from around Australia and New Zealand in a stimulating environment.

**AMInstitute CPD Accreditation CPD 24hrs
for FULL CONFERENCE PROGRAM**

AMInstitute LEADERSHIP DEVELOPMENT CONFERENCE

The Leadership Development Conference is the second of two major events programmed by the Institute each year, usually June or July.

In 2008 and 2009, the Leadership Development Conference has adopted a format involving a one and a half day program for building society and credit union directors and senior executives focused on key governance and business strategy topics.

**AMInstitute CPD Accreditation CPD
9hrs (Director & Senior Executive Program)
12hrs (Manager Program)**

IN-HOUSE TRAINING COURSE OPTION

1. Mutual ADIs and The LAW (for Directors and Executives)

A one day course delivered in partnership with Mark Swivel Consulting designed to give mutual ADI directors a strategic and practical understanding of the law and regulation affecting mutuals.

Topics covered through the course are: -

- Role and Duties of the Board
- Regulation of mutual ADI Products and Services
- Prudential Regulation of the mutual ADI business
- Board Oversight

2. Bite - Sized Training Workshops

A menu of twenty 90 minute fast paced highly interactive and fun workshops delivered by trained psychologists at your premises at a time convenient to you.

Choose from some 20 course options in a range of the *soft skills* so integral to good leadership and a productive workforce and tailor a three or six course package to meet your highest priorities.

3. Prime - Time Training Workshops (for Managers & Staff)

Choose from a menu of six course options focused on *Peak Performance* and six other course options focused on *Workplace Wellbeing* these are short format (2.5hrs), high impact workshops typically run on your premises as either morning or afternoon sessions and delivery by highly trained psychologists.

A great value for money training option guaranteed to deliver immediate benefits to the team.

ON-LINE TRAINING COURSE OPTION

Australasian Mutuals Institute is proud to announce the establishment of a new partnership with Omega Performance for the on-line delivering of educational and professional development programs.

Omega will offer 4 new on-line programs to Institute members. They are

Business Lending Fundamentals
Consumer Lending
Commercial Loans to Business
Financial Accounting for Lenders

and each program will consist of between 5 and 8 modules. For more information about each program visit the AMInstitute website www.aminstitute.org.au



REGIONAL EVENTS

AMInstitute REGIONAL EVENTS

The AMInstitute consists of four regions and each region holding their own unique events. The regions are as follows:

New South Wales / Australian Capital Territory Queensland / New Zealand
South Australia / Northern Territory / Western Australia Victoria / Tasmania

The types of events held by the regions include Dinner Meetings, Educational Briefings, Business Luncheons, Networking Dinners, Luncheons and Golf Days.

Contact details for each region can be found on the AMInstitute website at http://www.aminstitute.org.au/about_ami/regional_councils.asp all AMInstitute Regional Councillors are volunteers so please check for current details on the website.

New South Wales / Australian Capital Territory Regional Councillors

Sue Izatt Australian Defence Credit Union Ltd sizatt@adcu.com.au
John McCarthy Holiday Coast Credit Union jdmac@ozemail.com.au

South Australia / Northern Territory / Western Australia Regional Councillors

Nikki Barns Australian Central Credit Union Ltd nbarns@accu.com.au
Danny Cloghan United Credit Union Ltd dcloghan@dpc.wa.gov.au

Queensland & New Zealand Regional Councillors

John Brown Warwick Credit Union Ltd jbrown@warwickcreditunion.com.au
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Victoria / Tasmania Regional Councillors

Elsbeth Torelli Victoria Teachers Credit Union etorelli@vict teach.com.au
Warwick Smith Pulse Credit Union waikato1@iprimus.com.au

PRODUCTS & RESOURCES

AMInstitute Products & Resources for Credit Union / Mutual Building Society Directors & Executives

AMInstitute offers a continually developing range of products and resources to meet the needs of a highly diverse membership base and to support their commitment to professional training and education. These products fall into two broad categories consisting of books and manuals specifically commissioned by AMInstitute for Credit Union and Mutual Building Society directors and executives (*AMInstitute Publications*) and books, manuals, guides developed by other identities for the broader director and executive market (*Other Resources*).

AMInstitute Publications

- AP 1** - Director's Companion Booklet - 8th Edition, January 2010
- AP 2** - Financial Management I & II for Mutual ADI Directors – Version 2010
- AP 3** - Board Audit Committee Manual – Kendalls LMJ/BDO Kendalls - Version 5, 2010
- AP 4** - The Mutual ADI Directors' Compliance Manual - Version 2010
- AP 5** - Strategic Marketing for credit union / building society Directors – Version 2, September 2003
- AP 6** - Credit Risk Management Manual for credit union/building society Directors – Version 3 : 2008
- AP 7** - Mutual ADI Corporate Governance Manual – Version5 January 2010
- AP 8** - Mutual ADI Corporate Governance Research Report

Other Resources

- OR 1** - Financial Statements Demystified (Fourth Edition - 2006) by David Hey - Cunningham
- OR 2** - Conversations with a New Director by Henry Bosch AO
- OR 3** - Conversations Between Chairmen by Henry Bosch AO
- OR 5** - Boardrooms That Work: A guide to board dynamics by Margot Cairnes
- OR 6** - Board, Director and CEO Evaluation by Geoffrey Kiel & Others
- OR 7** - Running Board Meetings by Patrick Dunn
- OR 8** - Best Practice Guide - Audit Committee (3rd Edition : 2008)
- OR 10** - The Right CEO by Frederick W. Wackerle
- OR 11** - How to Review & Assess the Value of Board Subcommittees by Geoff De Lacy
- OR 12** - How to Implement a Board Performance Management System by Geoff & Anne De Lacy
- OR 13** - How to Design & Implement a Board Induction Program by Geoff De Lacy
- OR 14** - How to Identify & Manage Conflicts of Interest by Jane Walton and Kerrie Henderson

AP 1 - Director's Companion Booklet (8th Edition, January 2010)

An essential tool for every credit union / building society director providing an introduction to the mutual ADI movement and its approach to corporate governance in a plain english format. In three chapters it covers: -

- 1. The Credit Union & Building Society Movements in Australia and New Zealand**
An overview of credit unions and building societies, the Australian and New Zealand governance system, co-operative support organisations, history, values and ethics.
- 2. The Regulation of Mutual ADIs**
Covering the Financial Sector Reform, the Banking Act, Mutuality, Prudential Regulation Legal Structure, Corporations Act requirements including FSR, AML/CTF, Financial Sector Regulation, Mutual Banking Code of Practice and the National Consumer Credit Code.
- 3. Corporate Governance Roles**
Covering Directors Duties, Financial Reporting, Roles of Board, Chairman, Chief Executive, Committees, Board/Management relations, performance assessment, Board Composition, Induction and Fitness and Propriety.

The Director's Companion Booklet is the resource for AMInstitute's Corporate Governance I Training Course.

AP 2 -Financial Management I & II for Mutual ADI Directors - Version 2010

This manual is written in two sections to serve the needs of mutual ADI directors with or without a general background in financial management. The manual works alongside the book Financial Statements Demystified and provides a mutual ADI specific version of financial management for directors. It covers: -

1. Credit Union & Building Society

Financial Management I

- Running An Enterprise
- The Basics of Financial Statements
- The Rules
- Case Study of Alba Manufacturing Ltd
- Assets
- Liabilities
- Equity – Shareholder Funds
- Profit and Loss
- Cash Flow

2. Credit Union & Building Society Financial

Management II

- Financial Management Reporting
- Internal Control
- Board Audit Committees
- APS - 510 Governance - Board Committee Requirements
- The Credit Union ADI Equation
- Financial Performance Ratios
- Capital Adequacy Ratio
- Liquidity Ratio
- Operating Cost Ratio
- Non Interest Income Ratio
- Profitability Ratios
- Credit Quality or Delinquency Ratio
- Interest Margin
- Fixed Assets Ratio
- Primary Objects or Loans to Assets Ratio
- Statistics on all Mutual ADIs
- Warning Signals

The manual supports the two training courses offered by AMInstitute in mutual ADI financial management for directors viz Financial Management I Training Course and The Financial Management II Training Course within the AMInstitute Diploma Course.

AP 3 - Board Audit Committee Manual - Version 5, 2010

The manual provides valuable guidance to the Board Audit Committee members and to the remaining directors on the board who rely on the work of the Committee.

The Manual has been adapted to the specific requirements of the mutual ADI Board Audit Committee and is linked to and incorporates the best practice guide published by the Institute of Internal Auditors (Refer to OR8). It covers:-

- Role of the Audit Committee
- Role of the Directors
- Role of Directors in Accounting and Control
- Role of Directors in the Audit Process
- Role of the External Auditor
- Role of the Internal Auditor
- Appendices include many valuable tools and guides
- Best Practice Guide (3rd Edition 2008) Audit Committees .

AP 4 - The Mutual ADI Directors' Compliance Manual - Version 2010

The original Credit Union Directors' Compliance Manual was first launched in 1997 through a joint venture between AICUD, Cuscal Compliance and CPD Group and together with the annual update service has proven a highly valued resource for credit unions, their directors and executives ever since.

The manual covers all aspects of compliance for credit unions / building societies and their officers and presents the information in a plain english format to enhance the directors' understanding of the compliance issues and obligations.

From 2007 through a similar joint venture between AMInstitute, Norman Waterhouse Lawyers and Thomson Legal the reformatted manual has been targeted at the broader mutual ADI sector and will be revised annually around November each year to maintain critical relevance and currency. From 2009 Norman Waterhouse Lawyers were replaced by Langes+.

The Manual consists of five broad ranging sections: -

- Corporate Regulation
- Prudential Regulation
- Regulation of Financial Products & Services
- Employment, Health and Safety
- Taxation

The manual is offered in either hardcopy or CD format. See separate brochure for more details about the contents of the manual or refer to the AMInstitute website.

AP 5 - Strategic Marketing for Credit Union / Building Society Directors **- Version 2, September 2003**

This manual was specially commissioned by AICUD and developed by John and Chris Levis, Directors of Australian Commercial Marketing Pty Ltd to provide the key resource for the Strategic Planning & Marketing Module (2006) in the *CUNA Mutual ADI Directors' Diploma Course*.

The Manual is focused on the strategic end of the business combining the theory and commercial practice across the disciplines of strategic planning, strategic management and strategic marketing or in the mutual ADI context. Major topics covered include: -

The manual can play an invaluable role in assisting credit union and building society boards to make a more valuable contribution to the strategic direction of their mutual ADI. It also serves as the key resource for the Strategic Planning & Marketing Module within the AMInstitute Diploma Course.

- Introduction to Strategy and Strategic Thinking
- Strategic Planning - A Framework
- Defining Strategic Direction
- Strategic Intelligence
- Strategic Path
- Strategic Plan – Blueprint
- Strategic Surveillance
- Strategic Marketing

AP 6 – Credit Risk Management Manual for Mutual ADI Directors **- Version 3 : 2008**

Given that around 80% of a organisations assets at any one time are held in the form of loans outstanding a credit union / building society board must have a sound understanding of the principles of lending, the credit union / building society's lending policies and the disciplines of effective credit risk management.

The manual provides a comprehensive cover of this crucially important subject and is pitched specifically at the director rather than the operational level of lending and credit risk management. It covers: -

- | | |
|--|--|
| 1 – Credit Risk Management | 8 – The Board's Role in Setting Lending Policy |
| 2 – Elements of Credit Risk | 9 – The Board's Role in Monitoring the Performance of the Loans Portfolio |
| 3 – The Role of the Financial Institution | 10 – Finance / Mutual ADI Industry Benchmarks & Key Performance Indicators |
| 4 – Lessons Learnt from Past Failures | 11 – The Effect on Lending of the Unique Credit Union Philosophy |
| 5 – Prudential Standards that Affect Lending | |
| 6 – Principles of Lending | |
| 7 – Portfolio Management | |

The Manual is a valuable resource for credit union / building society directors focusing on this core business activity and also serves as the key resource for the Lending & Credit Risk Module within the AMInstitute Diploma Course and also serves as the key resource for the Lending & Credit Risk Module within the AMInstitute Diploma Course.

AP 7 - Mutual ADI Corporate Governance Manual - Version 5 - January 2010

A key objective of the legislative and prudential framework evolving from the Wallis Committee has been for ADI's to enhance their respective corporate governance systems and processes in line with the higher community expectations of the day.

AMInstitute believes this manual can and will play an important role in helping credit unions and building societies to develop their respective corporate governance framework, systems and processes to the highest possible standards.

The Mutual ADI Corporate Governance Manual provides a detailed model for credit unions and building societies to tailor a corporate governance framework, system and processes appropriate to the need of the particular mutual ADI as determined by its Board and Management.

The central tenet of the model is the unique mutual philosophy that has a powerful influence upon the remaining four components of the corporate governance framework:-

- Governance Responsibilities
- Governance Structure
- Governance Processes
- Performance Assessment

Each of the five chapters include extensive detailed information on the key elements of good corporate governance involved and provide prompts where credit union and building society boards should tailor the manual to meet their specific needs.

The model can be applied to any credit union or building society and then developed and tailored to meet its needs at a particular point of time in the credit union or building society's evolution as determined by the Board and Management.

This manual serves as the key resource for the Corporate Governance II Module within the AMInstitute Diploma Course.

AP 8 - Mutual ADI Corporate Governance Research Report

The Australasian Mutuals Institute commissioned Dattner Grant Pty Ltd to conduct specific research during July 2007 about the standards and approaches to corporate governance being taken by the mutual ADI sector.

The Institute sought to provide analysis and insight into the range of methods employed to address the numerous governance issues to arise in recent years and to determine examples of emerging good practice in this area.

The outcome of this research is a 50 page report detailing the results of the research including a wonderful insight into some of the key drivers and challenges that underpin governance in mutual ADIs.

The report also includes a CD containing some 660 pages of sample documents provided by mutual ADIs that provides some excellent benchmarking for good practice in governance across a wide array of governance issues.

OR 1 - Financial Statements Demystified (Fourth Edition - 2006) by David Hey-Cunningham

This book is recommended reading for all mutual ADI directors. It has been selected as one of the two text books for AMInstitute's two training courses in financial management for mutual ADI directors.

It provides the essential base knowledge for mutual ADI directors on accounting principles, how to read and interpret financial statements and reports and how to pinpoint where the risks might be.

The Fourth Edition - 2006 incorporates the impact of the Australian Equivalents of the International Financial Reporting System.

OR 2 - Conversations With a New Director by Henry Bosch AO

Another easy to read book written by Henry Bosch but this time pitched at the *New Director* canvassing the issues that need to be considered by anyone taking on the onerous role of a credit union or building society director.

Definitely recommended reading for new directors and for Chairman who have a responsibility for inducting new directors.

OR 3 - Conversations Between Chairmen by Henry Bosch AO

A brief easy to read book written by Henry Bosch who skillfully covers a range of issues that *Chairman* are likely to confront in their unique role within the Board of Directors. Recommended reading for all current and aspiring Chairmen and for Chief Executives.

OR 5 - BoardRooms That Work : A guide to board dynamics by Margot Cairnes

Directors and senior executives rely on the integrity of the information they receive from their companies. They need to know that this information honestly represents the facts and is free from bias. If this information is flawed for any reason, there can be severe consequences for the company's financial structure and for the reputation of its directors and executives. This book published by AICD, explores the effect that behavioural dynamics have upon effective decision making in the boardroom, in board committees and by senior executives.

OR 6 - Board, Director and CEO Evaluation by Geoffrey Kiel & Others

Corporate governance demands an increased focus on the leadership role of the board, the CEO and the directors and the call for these to be more accountable for their own performance is a growing global trend. Board, Director and CEO Evaluation helps to implement the recommendations for evaluation that have been included in almost every recent major corporate governance review or report.

OR 7 - Running Board Meetings by Patrick Dunn

Written in a lively and easy to read style, Patrick Dunn's practical guide provides step by step advice on every aspect for running board meetings. Packed with useful tips and techniques, he shows how to ensure that:

- you are always well prepared
- every board meeting runs smoothly
- necessary procedures are followed
- the board's decisions are always acted upon

OR 8 – Best Practice Guide – Audit Committees (Third Edition : 2008)

This is a joint publication from: -

- Australian Accounting Research Foundation – Auditing & Assurance Standards Board
- Australian Institute of Company Directors
- Institute of Internal Auditors – Australia

The Guide reflects developments and best practices identified in Australia and Overseas and is designed primarily for listed corporate entities. However it also provides sound guidance to all other entities with the proviso that not all elements of best practice will be practical for these other entities.

OR 9 – The Twenty - First Century Board by Ann - Maree Moodie

This book sets out to paint a *vision for the future* in terms of how boards function, operate and contribute towards the future direction and performance of the modern Australian company.

The author conducted extensive qualitative research with a significant number of Australian company directors and then structured this blueprint for the future around three key board components: -

- Selection of Directors
- Director and Board Performance
- Board Succession

The blueprint for change is both significant and challenging for all boards to contemplate.

OR 10 - The Right CEO by Frederick W.Wackerle

Written by Frederick Wackerle - one of the country's foremost executive search consultants - The Right CEO identifies the fatal flaws in the current CEO selection process and offers a plan for remedying it. Using real-life examples, Wackerle offers a clear understanding of why organisations fail to select the right CEO. He includes solid suggestions for finding and selecting a CEO successor who is right for an organisation and also gives CEO candidates candid information they need to evaluate the right or wrong opportunity.

OR 11 - How to Review & Assess the Value of Board Subcommittees by Geoff De Lacy

Provides the reader with a solid overview of the board subcommittee concept and the value added to the Board by a well constructed subcommittee system. Also provides a framework for managing the workload of the Board through an approach to mitigate risk, through allowing full examination of critical issues affecting organisational performance.

OR 12 - How to Implement a Board Performance Management System by Geoff & Anne De Lacy

The documentation and processes outlined in this guide, although initially targeted at small and medium enterprises, are useful for companies of all sizes. With chapters such as, *How to assess overall Board performance*, this guide provides useful examples of performance review documentation for chairman, directors and boards.

OR 13 - How to Design & Implement a Board Induction Program

This program deals with the reasons, benefits and risks of implementing or not implementing an induction program, and the theory behind such a program. With examples, charts, and other useful information, this guide will help your organisation design and implement a board induction program.

OR 14 - How to Identify & Manage Conflicts of Interest

This publication provides directors with a concise, straightforward aid to directors' thinking: practical assistance for a practical job. There is information about the different ways of thinking about conflicts of interest and the problems that they can present, and some tools to help directors clarify their own positions.

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