University of Southern Queensland

Guidelines on Nominations and Skills Audit Processes (for Council and Committee Members)

Trim location	13/G/5
Responsible officer	University Secretary
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Approval Authority	Council

1. Purpose

In keeping with its brief to, among other things, provide advice to Council "…on the composition of the Council, incorporating the skills and attributes required by members to achieve good governance of the University…including succession planning…" the Chancellor's Committee has developed the procedures outlined below for the purpose of:

- filling a casual vacancy that occurs in a Governor-in-Council appointment;
- establishing a nomination process for Governor-in-Council appointees and additional members for a new cycle of Council; and
- auditing the skills of members of the Council to ensure an appropriate level and mix of skills and diversity on Council and Council Committees.

The aim of the procedures is to assist Council in fulfilling its responsibilities relating to the governance of the University to have an appropriate skill and attribute mix and through that process to search for eminent and appropriately qualified people to be recommended to the Minister for Education, Queensland, for appointment as Governor-in-Council appointees. The skills and competencies assessment criteria should also be utilised to prioritise candidates for consideration as additional members appointed by Council.

Council is committed to social justice, equity and inclusivity, and appreciating the value of difference and diversity. Council seeks to ensure there is an absence of bias in the selection and appointment of members of Council and its Committees, through fair, inclusive and equitable practices. As far as is possible, the Council strives to ensure that neither gender will comprise more than 60% of its membership or membership of its Committees. In terms of Council itself, it is acknowledged that there is a limit to achieving this aim given that five (5) members are appointed by the Governor-in- Council and three (3) members are nominated and elected from various constituencies.

2. Procedures

2.1 Casual Vacancy for Governor-in-Council Appointees

The following nomination procedures shall be used by the Chancellor's Committee to fill a vacancy that occurs in a Governor-in-Council appointment:

1. the Chancellor's Committee will consider where the skills base for Council members should be strengthened;

2. a list of potential nominees is then developed and prioritised on the basis of an overall assessment of the Council's existing skills and areas of expertise, in accordance with Attachment 1: University of Southern Queensland Council Schedule of Skills and Competencies;

3. a list of potential nominees is developed and reviewed for potential conflicts of interest;

4. the Chancellor (or University Secretary) will contact potential nominees to determine each nominee's willingness to accept the appointment if offered by the Minister;

5. subject to an affirmative response to 2.1(4) above, the Chancellor (or University Secretary) will request a curriculum vitae from the nominee;

6. the University Secretary will refer the University's recommendations to the 'Department' for the Minister's referral to the Governor-in-Council for consideration.

2.2 Governor-in-Council Members Nomination Process for a New Council

In the case of Governor-in-Council membership for each new cycle of Council, the following nomination procedures shall apply:

1. the University Secretary will carry out an overall assessment of the diversity, skills and areas of expertise for all existing Governor-in-Council members of Council and additional members in accordance with Attachment 1: University of Southern Queensland Council Schedule of Skills and Competencies, and identify areas of shortfall in diversity, skills and expertise;

2. the Chancellor ascertains from each existing Governor-in-Council appointee on Council their willingness to be re-nominated by the University to the functions and work of the USQ Council;

3. the University Secretary prepares a list of existing Governor-in-Council appointees who are considered to be suitable and would be willing to have their names put forward for consideration for reappointment, which list is presented to the Chancellor's Committee for consideration;

4. members of the Chancellor's Committee consider and propose any new potential nominees;

5. the list of potential Governor-in-Council nominees is prioritised on the basis of a revised overall assessment of diversity, existing skills, areas of expertise and reviewed for any potential conflicts of interest;

6. agreement is reached on a list of all potential nominee(s) to be put forward for consideration;

7. the Chancellor will contact any potential new nominee(s) in order to determine each nominee's willingness both to accept the appointment if offered by the Minister and to be an active and committed contributor to the functions and work of the University of Southern Queensland Council;

8. subject to an affirmative response to 2.2(7) above the Chancellor and/or University Secretary will request a curriculum vitae from the potential nominee(s);

9. if a nomination would result in a person being a member of Council for more than 12 years then a majority of members of Council would need to agree to that nomination going forward under s.23(2)(3) of the Act;

10. the University will refer the recommendations to the 'Department' for the Minister's referral to the Governor-in-Council for consideration.

2.3 Additional Members of Council

In the case of additional members of Council [as per section 16 of the University of Southern Queensland Act], the same procedures as outlined at 2.1 and 2.2 above shall apply, although referral to the the 'Department' is not required. The list of potential additional nominees is referred by Chancellor's Committee to Council for consideration. The names of all additional members once appointed by Council will be provided to the Minister and the 'Department' for their records.

When considering the attributes of additional members, the following must apply in accordance with section 16 of the University of Southern Queensland Act:

- At least one additional member must be a graduate of the University;
- An additional member must not be a student or a member of the University's academic or professional staff.

Where a casual vacancy occurs in an additional appointment, Council may, but is not obliged, to make an appointment to fill that position **however** Council must, to be properly constituted, always have an overall minimum number of eight (8) members.

2.4 Desired Skills and Areas of Expertise

In determining the suitability and merit of nominees for Council, the Chancellor's Committee will assess nominations on the basis of the areas of expertise outlined in Attachment 1: University of Southern Queensland Council Schedule of Skills and Competencies.

When considering competencies for representation on Council Committees the Minimum Committee Specific Skills/Competencies must be considered.

2.4.1 Diversity and Equality

In keeping with its stated commitment to social justice, equity and inclusivity, the Chancellor's Committee recognises that diversity not only includes gender diversity but also matters of age, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation and gender identity.

To garner the full benefits of diversity, the Generic Skills/Competencies and Minimum Committee Specific Skills/Competencies are regularly reviewed to ensure they are appropriately structured so that a diverse range of candidates are considered and that there are no conscious or unconscious biases that might discriminate against certain candidates.

Monitoring and reporting on the diversity composition of governing committees occurs on a regular basis in order to assess progress towards achieving stated diversity targets and benchmarks, in particularly gender representation targets and other gender equality indicators as required under the Workplace Gender Equality Act.

Attachment 1: University of Southern Queensland Council Schedule of Skills and Competencies

Generic Skills/Competencies

Academic qualifications
Administration Experience
Audit
Business/professional sector expertise, in areas relevant/appropriate to the University's teaching/research strengths and commercial interests
Community involvement and service
Management and/or commercial experience or corporate/board or executive directorship (preferably large business rather than small)
Education (an understanding of the sector, particularly higher education)
Philanthropy and endowment understanding
Financial skills and experience
Government/public administration
ICT/communications
Industry
Legal
Marketing and public relations
Research
Risk Management
Strategic planning and development

Minimum Committee Specific Skills/Competencies

Committee	Skills/Competencies
Audit and Risk Committee	1. At least one (1) member with financial skills and experience and an ability to understand and independently analyse a set of accounts 2. At least one (1) member with experience of risk management 3. At least one (1) member with an auditing or similar background
Chancellor's Committee	4. Some members with corporate board / executive directorship experience 5. Experience in negotiating sensitive situations / matters 6. Knowledge of leaders in business and political circles of the community 7. At least one (1) member with legal expertise
Finance and Facilities Committee	8. Some members with financial skills and experience and an ability to understand and independently analyse sets of accounts 9. At least two (2) members with extensive, high level, business experience 10. At least half the members must be independent of University management
Honorary Awards Committee	11. Some members with senior academic experience 12. Knowledge of leaders in academic, business and political circles of the community

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Modification History

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