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| **Self-reflection tool** |  |

**This tool will help you identify areas where you should direct your learning towards.**

**You don’t have to be an expert! However, you should have enough information to reasonably believe that you have the knowledge to make an informed decision. To test this, imagine you are the only person making the decision and are solely responsible for it. If the decision relied upon your knowledge of the below questions, how would you rate your knowledge?**

*If you answer ‘I’m not sure’ or ‘no’ then you need to ask more questions and do your own investigation* ☺*.*

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| How confident are you in your knowledge of the below | Completely confident | I’m not sure  | Not confident | Notes *e.g. where would you find this information?* |
| **Legal structure** |  |  |  |  |
| Do you know the legal structure of the organisation? |  |  |  |  |
| What key legislation applies to this legal structure? |  |  |  |  |
| What is required to be compliant with this? |  |  |  |  |
| Who holds custody of the official records of the organisation, where they are and how you can access them |  |  |  |  |
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| **Tax structure** |  |  |  |  |
| Do you know what taxable status, if any, the organisation has? |  |  |  |  |
| Do you know how it complies with this taxable status? |  |  |  |  |
| Do you understand the impacts to the organisation if this status was ever revoked? |  |  |  |  |
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| **Constitution** |  |  |  |  |
| Have you been given a copy of the organisation’s *current* constitution? |  |  |  |  |
| Do you fully understand the objectives of the organisation?  |  |  |  |  |
| Do you understand what your liability is as a member to contribute towards the payment of the debts and liabilities of the association or the costs, charges and expenses of the winding up of the association? |  |  |  |  |
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| **Purpose and Impact** |  |  |  |  |
| Do you understand what the organisation does to fulfil its objectives?  |  |  |  |  |
| How does the organisation measure the achievement of its purpose? |  |  |  |  |
| Who we report our achievements to, and how |  |  |  |  |
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| **Regulatory / Accreditation structure** |  |  |  |  |
| Do you know what the regulatory / accreditation status is, if any, of the organisation? |  |  |  |  |
| Do you know how it complies with this regulation and accreditation status? |  |  |  |  |
| Do you understand the impacts to the organisation if this status was every revoked? |  |  |  |  |
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| **Membership structure** |  |  |  |  |
| What are the qualifications for membership? |  |  |  |  |
| Where the register of members is, if it’s up to date and how you ratify members to add to this register? |  |  |  |  |
| What membership packages do you have and how much does it cost? |  |  |  |  |
| What grievance processes are in place for members? |  |  |  |  |
| Who holds custody of the books, documents and other securities and what is the process to allow inspection? |  |  |  |  |
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| **Governance and Operational structure** |  |  |  |  |
| What policies we have around confidentiality; conflicts; conduct; risk; communication and representation; |  |  |  |  |
| What the code of conduct is? |  |  |  |  |
| What conflicts of interest are and how do you declare these?  |  |  |  |  |
| What declarations have been made by other board members |  |  |  |  |
| What grievance processes are in place for committee/board members to each other |  |  |  |  |
| What grievance processes are in place for committee/board members to the chair |  |  |  |  |
| What subcommittees do we have and what are their roles, responsibilities and delegations? |  |  |  |  |
| If you have any ex-officio roles and/or independent roles; what the terms and voting rights are for these positions |  |  |  |  |
| What grievance processes are in place for committee/board members to the CEO/Manager |  |  |  |  |
| What delegations are in place for each committee/board member; sub-committees (if any) and the CEO/Manager |  |  |  |  |
| How we monitor and provide oversight on those delegations? |  |  |  |  |
| What the roles and responsibilities are of the other decision makers  |  |  |  |  |
| Is there anyone doing more than one role and if so, how are we managing separation of duties? (i.e. receive money; pay money) |  |  |  |  |
| What your legal duties are, specific to the role you are holding |  |  |  |  |
| What the organisation expects of you in your role? |  |  |  |  |
| You know what the quorum is for meetings and who has a vote |  |  |  |  |
| How we evaluate how we deliver in our roles and the results of our decisions |  |  |  |  |
| What policies are in place? What does the committee/board review and what has been delegated to the CEO/Manager. |  |  |  |  |
| What affiliated structures do we have? If we have any, what do we need to do/comply with? |  |  |  |  |
| Where do we keep our digital and paper records? |  |  |  |  |
| How do we secure confidential information? |  |  |  |  |
| Where I can find a record/list of the last 6 months of decisions? |  |  |  |  |
| Where I can access minutes of past meetings? |  |  |  |  |
| What access do the staff have to me, or do I have with the staff? |  |  |  |  |
| What the values and culture is of the organisation |  |  |  |  |
| What behaviours support these values and culture |  |  |  |  |
| How we are delivering inclusive, equitable decisions |  |  |  |  |
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| **General; special general and annual general Meetings** |  |  |  |  |
| When your meetings are and what the meeting process is |  |  |  |  |
| What to do, and what the expectations are of you, if you can’t attend a meeting? |  |  |  |  |
| You know what the quorum is for these meetings and who has a vote |  |  |  |  |
| What types of votes (e.g. proxy or postal) are allowed and how this is managed |  |  |  |  |
| What is the process for notices of motion to be given, published or circulated? |  |  |  |  |
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| **Strategies and plans** |  |  |  |  |
| What the 12-month governance and operational calendar of events/activities is |  |  |  |  |
| What our vision is and how this aligns to our constitutional objectives and stated purpose/mission |  |  |  |  |
| What the strategic plan is and how we’re performing against those plans |  |  |  |  |
| What’s not working well and what’s being done to address this |  |  |  |  |
| What our current priorities are for the next 6 months and where I can help to progress these plans |  |  |  |  |
| What issues has the organisation faced in the last 2 years and how did they overcome them? |  |  |  |  |
| Do we have any other plans, such as a fundraising plan; marketing plan; communication plan; volunteer or human resource plans? |  |  |  |  |
| When do we review our plans? |  |  |  |  |
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| **Industry and competitive environment** |  |  |  |  |
| What other organisations are there who we might consider competitors? |  |  |  |  |
| How do we differ from other similar organisations? What’s the unique value we offer? |  |  |  |  |
| What are our strengths; weaknesses; opportunities and threats? |  |  |  |  |
| Are we familiar with, and how do we track and assess industry trends and competitor shifts? |  |  |  |  |
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| **Financials** |  |  |  |  |
| Do you know what the taxable status, if any, the organisation has? |  |  |  |  |
| Do you know how it complies with this taxable status? |  |  |  |  |
| What the chart of accounts is and how income and expenses are ‘sorted’ in this chart |  |  |  |  |
| How to read statements using the chart of accounts as your dictionary |  |  |  |  |
| How the finances should be arranged and audited? |  |  |  |  |
| Where does the organisation source its funds from? |  |  |  |  |
| How are the funds of the association managed and how do you pay accounts and receive cash and/or cheques? |  |  |  |  |
| What are your reporting requirements; to whom do you report; what on; when and how? |  |  |  |  |
| Are you eligible for income tax? Are the payments up to date?  |  |  |  |  |
| Are you registered for GST? Are you BAS payments up to date? |  |  |  |  |
| Can the organisation cover its employment liabilities in long-service; leave provisions and superannuation? |  |  |  |  |
| Do you know how much cash cushion (working capital) you need to operate the organisation and have you got enough aside as contingency to keep running for a while in case funding is late or stops? |  |  |  |  |
| What funds are restricted, what they’re restricted for and where I can clearly see this on the statements |  |  |  |  |
| What our debtor and creditor positions are? |  |  |  |  |
| What percentage of income is dependent on funds out of our control - i.e. grants |  |  |  |  |
| How are our financials tracking to the approved budget |  |  |  |  |
| Do we have enough money to pay our bills? |  |  |  |  |
| Are our employee obligations up-to-date |  |  |  |  |
| Are our tax and insurance payments up-to-date |  |  |  |  |
| What our working capital is and how many weeks of expenses we have covered with that |  |  |  |  |
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| **Assets and liabilities** |  |  |  |  |
| What our assets are and if we actually own them |  |  |  |  |
| How were our assets valued |  |  |  |  |
| What we’re doing to plan for repairs; maintenance and replacement |  |  |  |  |
| What our short and long-term liabilities are and what our plans are to cover these? |  |  |  |  |
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| **Fundraising and income generation** |  |  |  |  |
| What we are actually doing to increase our income? |  |  |  |  |
| What does it cost to fundraise v's the return we're receiving |  |  |  |  |
| Which funding is single year? Multi-year? Is there a plan to replace funding before it ends? |  |  |  |  |
| What are we doing to increase our donor base? |  |  |  |  |
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| **Stakeholders** |  |  |  |  |
| Who our stakeholders are and how we impact/influence each other |  |  |  |  |
| How we receive feedback and input from our stakeholders |  |  |  |  |
| What our communication plan with our stakeholder is |  |  |  |  |
| What the committee/board role is in building relationships with stakeholders |  |  |  |  |
| What stakeholders we provide reports to, and why |  |  |  |  |
| What networking and representative protocols are in place |  |  |  |  |
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| **Programs, projects and services** |  |  |  |  |
| What we deliver and how this is aligned to our purpose |  |  |  |  |
| What the results are of what we do |  |  |  |  |
| Some examples of positive case studies/stories that I can share to demonstrate how we deliver impact |  |  |  |  |
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| **Human resources** |  |  |  |  |
| What awards and/or agreements are in place |  |  |  |  |
| What bandwidths are we paying our team under |  |  |  |  |
| How we are managing appraisals of our Manager/CEO |  |  |  |  |
| When do we do a review of the Manager/CEO role and pay structure |  |  |  |  |
| If we have the internal skills, we need to deliver on our strategies. If not, what plans are in place? |  |  |  |  |
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| **Risks and Compliance** |  |  |  |  |
| What the compliance requirements are and when they’re due |  |  |  |  |
| How you receive up to date information on the status of compliance reporting |  |  |  |  |
| What the top 10 risks are and how we monitor these |  |  |  |  |
| What resources we need to address our risks |  |  |  |  |
| What risks we have that we can’t mitigate and need to accept |  |  |  |  |
| What our crisis management process are |  |  |  |  |
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| **Contracts and insurances** |  |  |  |  |
| What your reporting requirements are |  |  |  |  |
| What contracts (funders/suppliers) obligate you? |  |  |  |  |
| Who owns the assets and intellectual property in funding agreements? |  |  |  |  |
| What are the inclusions of exclusions of these contracts? |  |  |  |  |
| Do you know what the performance indicators are and how are they being monitored/checked? |  |  |  |  |
| What happens if the contract is breached? |  |  |  |  |
| What insurances do we have? |  |  |  |  |
| What exclusions are there in our insurance cover? |  |  |  |  |
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