

# Psychodrama Australia Governance Principles and Governance Code for a Campus Executive Committee

This code sets out the values of a Psychodrama Australia campus Executive Committee (Executive). This code proposes the shape of adequate behaviour for the Executive Committee and identifies the areas in which procedures are required to be further developed by the Executive Committee itself. The Executive Committee engages in the process of clarifying its policies and the procedures that flow from this basic shape, working with the Campus staff, as well as the strategic and operational issues present at the time. This code is designed as a beginning focus for the Executive Committee. The code is designed to operate under a campus of Psychodrama Australia's Constitution as well as collaboratively with the Policies and Procedures of a campus of Psychodrama Australia (and the AANZPA Constitution).

## Governance Principles

**Principle 1: *Strategic and Considered Oversight.*** The Executive Committee of this not-for-profit organisation operates to oversight the strategic affairs of a campus of Psychodrama Australia and represents the ownership, both the legal and moral ownership, of the organization. It does this work on behalf of all the persons who are not seated at the Executive Committee table. It must therefore establish, maintain, clarify, and protect its relationship with the organisation's moral and legal owners (See Campus Policies and Procedures for explication of these terms).

**Principle 2: *The Executive Committee Speaks with One Voice.*** In order to lead and make authoritative decisions this Executive Committee works to have a single voice on any given issue. The power of the Executive Committee is not as individuals, but as a group; an entity entrusted by the owners with the authority to oversight, mentor, and strategically advise the organization. Diversity of viewpoints from Executive Committee members are expected, respected and encouraged.

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### **Principle 3: *Executive Committee Decisions are Predominantly Policy Decisions.***

Executive Committee policies work to steer a campus of Psychodrama Australia in directions congruent with Psychodrama Australia's vision, mission and objects. The Executive Committee must address the largest or broadest values in four categories:

1. The Executive Committee defines in collaboration with staff, strategic direction, overarching priorities and outcomes that are to be achieved.
2. Staff limitations. The Executive Committee establishes the boundaries of acceptability within which administrative methods and activities, such as financial management, can responsibly be left to staff. Note: The curriculum and syllabus training matters are outside the purview of the Executive Committee and remain solely in the purview of the TEP and TEPIT staff.
3. Executive Committee-staff linkage. The Executive Committee clarifies the manner in which it communicates with staff as well as how it evaluates a campus of Psychodrama Australia's performance on achieving outcomes.
4. Governance process. Within the objects of a campus of Psychodrama Australia, and these guidelines, the Executive Committee determines its own operating philosophy, its accountability, and the specifics of its own job. This is an ongoing process and is modified as new members join and leave.

The Executive Committee takes time to resolve the broadest or larger policy issue in each category before dealing with smaller issues in any category. The Executive Committee may grant the Director of Training (Director) authority to make decisions within the determined outcomes and policies.

**Principle 4: *An Executive Committee Defines and Delegates, Rather Than Reacts and Ratifies.*** The very act of approving things forces Executive Committees to

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become entangled in less strategic matters. However, there may be times when the Executive Committee will delegate something that requires its ratification.

**Principle 5: *Outcomes Determination Is the Pivotal Role of the Executive Committee.*** This not-for-profit organization, a campus of Psychodrama Australia, exists so that the world in which it operates can be a better place as per Psychodrama Australia's vision. Careful, wise selection of outcomes is the chief purpose of strategic and considered oversight. These outcomes are to be consistent with the objects as set out in the Constitution and be expressed as a strategic plan with medium (1-3 year) and long-term (3-5 year) outcomes.

**Principle 6: *The Executive Committee Forges Cooperative Linkages with the Director.*** The relationship between the Executive Committee and the Director is paramount.

**Principle 7: *Performance of the Director is Monitored Against Policy and the strategic plan.*** Monitoring performance becomes no less - and no more - than checking actual performance against policy and outcomes set in the strategic plan. The performance of the Director will of necessity carry major aspects of the performance of a campus of Psychodrama Australia as a whole.

## The Governance Code

### Membership of a campus of Psychodrama Australia Executive Committee

1. The Executive Committee institutes procedures and policies that recruit as candidates, persons whose skills or experience would benefit the operations of the Executive Committee.
2. The Executive Committee seeks advance commitment from prospective Executive Committee members to any specific policies concerning the expectations of the Executive Committee regarding such matters as attendance requirements, investment of time, support for the organisation, conflict of interest policy and practice, collective decision making, and acceptance of responsibility.
3. The Executive Committee establishes policies dealing with the number of consecutive terms an Executive Committee member may serve.
4. The Director of a campus of Psychodrama Australia is an *ex officio* member of the Executive Committee.

### Collective Commitment

5. The Executive Committee develops a culture that enables a variety of forms of decision making rather than relying on only voting processes.
6. The Executive Committee ensures that while each member is encouraged and expected to present their own point of view and vote, if a vote is required, such that once a decision has been taken, the Executive Committee members do not speak or work against the decision outside of the Executive Committee. If

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necessary, decisions are delayed to allow adequate reflection, consultation, discussion and dialogue. While unanimity is preferred it is not required.

7. The Executive Committee takes responsibility for ensuring that effective mechanisms are in place and used for dealing with, and managing conflicts in its operations.
8. The Executive Committee works to develop norms of operating such that Executive Committee members treat each other frankly, honestly and with respect.
9. Any members of the Executive Committee who are appointed from particular sections of the Psychodrama Australia community (trainees, for example, or staff) are not bound to follow the instructions of those sectional interests, and are free to govern in the best interests of a campus of Psychodrama Australia now and for the future. TEPs and TEPITS who are expected to uphold the interests of Psychodrama Australia and the AANZPA Board of Examiners.

### **Democratic Governance**

10. The Executive Committee ensures that its procedures allow for all Executive Committee members to bring issues before the Executive Committee, to be informed on these issues, to discuss these issues productively, in a timely manner, and to take informed decisions.
11. The Executive Committee develops standing orders that are flexible, efficient, and simple, and that allow motions of dissent to be put before the Executive Committee without obstruction.
12. The Executive Committee meets at least two times a year.
13. The Executive Committee, as part of determining its own operating practices,

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chooses a Chair or uses other formal mechanisms for facilitating its meetings.

14. The Executive Committee develops a culture that enables members to dissent without apprehension from the Chair's rulings or assessment of collective decisions.

### **Management of the Executive Committee**

15. The Executive Committee provides induction, instruction, and continuing support to provide all Executive Committee members with the skills needed to carry out their functions on the Executive Committee.
16. The Executive Committee has in place clear policies to ensure that any potential conflicts of interest are dealt with ethically.

### **Direction**

17. The Executive Committee has the responsibility for strategic control of the campus, within the limitations of a campus of Psychodrama Australia's Constitution, Policies and Procedures. No major policy changes or new policies for a campus of Psychodrama Australia are put into effect without analysis and approval by the Executive Committee.
18. The Executive Committee is responsible for supporting the organisation's mission and strategic direction, its policies on governance, management, and program implementation, and approving its annual budget and major financial affairs.
19. The Executive Committee concerns itself primarily with the strategic direction of the organisation, and delegates operational (day-to-day management) issues to its staff (paid or unpaid).
20. The nature and extent of any delegation by the Executive Committee is as clear

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as is feasible, in every case.

21. The Executive Committee is responsible for the performance of delegated duties, and to this end introduces various forms of effective monitoring and evaluation.
22. Where the organisation employs staff, the Director is responsible for the operational management of those staff. The Director may delegate tasks to other staff, but the Director remains accountable to the Executive Committee for their performance.
23. Formal liaison between Executive Committee members and the organisation's staff generally goes through the Director, except where this is done as part of the Executive Committee's functioning, such as when staff are on the Executive Committee.

### **Risk Management**

24. The Executive Committee ensures that risk management considerations are regularly put into effect to minimise any risk to the campus mission, its assets, its programs, its reputation, its staff, or its clients, and its legal or moral owners.
25. The Executive Committee continuously tests, reviews and refreshes risk management policy and procedures, as required.
26. The Executive Committee ensures that the health and safety of its staff and the clients of a campus of Psychodrama Australia is of equal priority with the performance of the mission of the organisation.

### **Accountability**

27. The Executive Committee is accountable for the strategic direction of a campus of Psychodrama Australia, monitoring performance against set outcomes and

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policy, and the impact of the organisation.

28. In order to make this accountability meaningful, the Executive Committee works to ensure that clear procedures are developed to provide a transparent framework for conducting its meetings, recording its decisions, communicating those decisions, and receiving feedback from the organisation's clients.

### **Transparency**

29. The Executive Committee withholds from stakeholder scrutiny as little information on its operations as is possible. All Executive Committee deliberations are open to the stakeholders, except where the Executive Committee passes a motion to make any specific portion confidential.
30. The Executive Committee reports to the organisation's stakeholders at least annually in a format and using a medium best suited to the stakeholders. The report should completely disclose information on the topics and indicators required to demonstrate the impact of the organisation's activities and to enable stakeholders to make decisions. The report also discloses the processes, procedures, and assumptions used to prepare those disclosures. The report is posted on a campus of Psychodrama Australia website, at the Executive Committee's discretion.

### **Community Responsibility**

31. The Executive Committee does its part to reduce systemic social disadvantage in Australia.
32. The Executive Committee works to encourage social diversity, access and inclusion, community participation, and consumer participation, as it deems appropriate.



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33. The Executive Committee takes into account not only the mission and maintenance of the organisation but also
- The rights and interests of the organisation's current and prospective psychodrama trainees
  - The rights, interests, health, safety, and wellbeing of the campus staff
  - The interests of AANZPA as a whole and the AANZPA Board of Examiners in particular

### **Environmental Responsibility**

34. The Executive Committee ensures that the organisation actively works to preserve the environmental sustainability of the planet in its own practice.

### **Ethical Fundraising**

35. The Executive Committee ensures that all materials used in fundraising are accurate and truthful, and that, except in exceptional circumstances, funds raised for stated purposes are used for those purposes.
36. The Executive Committee respects the privacy of its donors and should not make their names available to any other person for any other purpose, except where mandated by law.
37. The Executive Committee adopts policies and procedures for dealing with the circumstances in which the organisation should refuse a donation that might compromise its ethics, its finances, or its mission.

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## **Effectiveness**

38. The Executive Committee periodically reviews its own effectiveness, and takes any necessary steps to ensure it works well.
  
39. The Executive Committee regularly reviews and evaluates the performance of the organisation's Director against outcomes stated in the strategic plan, policies and procedures..
  
40. The Executive Committee ensures that a campus of Psychodrama Australia as a whole, and its programs, are regularly reviewed, and its outputs and outcomes assessed against the organisation's mission.
  
- 41 The Executive Committee periodically updates the position of the campus in the context in which it provides its services, and the wider context of forces impacting on this sector.