

Desirable attributes for PAC Council members

Set out below are the desirable attributes that should exist within the membership of the PAC Council. This statement should be taken as a guide only, and an input into the succession planning of Council membership.

The *General personal qualities* shown should desirably be present to a high degree in each and every Council, as these are the qualities that generally make for a good Council/Board member in any organisation. Similarly, each Council member should have a sound degree of the *General understandings* set out.

The *Specific background* and *Specific skills, experience, understanding* attributes, on the other hand, should be considered in relation to the Council as a whole – the intent is to indicate those particular attributes that should desirably be represented within the Council overall, to assist the Council in dealing with the various matters that will come before it.

These general and specific qualities, understandings, aspects of background and skills and experience listed are *not* shown in any particular order of importance.

Further, it should not be taken, for example, to mean that an individual Council member should necessarily have one or other elements of the specific attributes identified. Nor should it be taken to mean that the Council should be composed of a collection of individuals whose main contribution will be in a given narrow area of expertise – indeed, it is desirable that a mix of generalist and specialist skills and experiences be employed.

General personal qualities:

- Commitment to the ethos, values and principles of PAC
- Independence of mind and action – the ability to always think and act in the best interests of the school as a whole and its educational purpose, and to avoid conflicts-of-interest and also avoid acting in one's personal interest
- Undoubted integrity
- Christian beliefs
- Well-developed general interpersonal capabilities, including:
 - The ability to listen
 - Good-naturedness – able to not take debate personally
 - The ability to communicate well with individuals and groups with whom a Council member is likely to come into contact in that role

- Willing and able to make the time to undertake the role appropriately, including attendance at Council (and where relevant Committee) meetings, and to Council business between set formal Council meetings
- Strong strategic thinking capabilities, and ability to maintain focus on putting organisational strategy-into-action, and capacity to think in multi-year time frames
- Sound general business sense
- A good level of credibility within the community within which PAC operates
- Willing and able to ask difficult questions and pursue unpopular issues where the Council member genuinely sees this to be in the school's best interests
- Able to maintain focus on Council matters, and in a measured and steady way
- Open to new ideas and learning
- Leading by example
- Humility – a life perspective giving a strong sense of self without self-importance

General understandings:

- Governance roles of Councils/Boards (and the separation of 'governing' from 'day-to-day management')
- Relationships that Councils and their members have with the school's senior managers and other stakeholder groups
- Legal responsibilities and duties of Boards/Councils and Board members/Directors
- Issues pertaining to the education sector, and the circumstances of the school
- Preparedness to understand the ethos of the Uniting Church
- Sufficient general understanding of legal, accounting/finance, human resource management, and other management matters, to enable them to generally engage in understanding and discussion of the school's issues

Specific background:

- Demonstrated successful experience in Board/Council positions (or similar) in other organisations
- Successful leadership in an organisation – in particular a position that required recognising and dealing with the important issues facing the organisation overall, both internally and externally
- Relationship with the College for example, Old Collegian, Parent and Friend, Uniting Church, etc

Specific skills, experience, understanding:

One or more of the following (in a fit with the rest of the specific attributes of the existing Council members):

- Risk identification, assessment and management
- Education
- Legal
- Financial management and accounting
- Building and property management
- Organisational Development
- Marketing
- Human Resource Management
- Board/Council/Committee leadership

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