

Handbook & Guide

*WIRES Inc. Council
&
Board Members*

2022 - 2023

"WIRES Mission is to do everything possible to actively rehabilitate and preserve Australian native wildlife and to inspire others to do the same".



NSW WILDLIFE INFORMATION RESCUE AND EDUCATION SERVICE Inc.



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Welcome

Welcome to the WIRES Council and Board. This handbook is a guide to your rights, responsibilities and roles as a member of the guiding body of WIRES. It will provide valuable information to make your term as a Council Representative and/or Board Member a productive one.

A copy of the [WIRES Constitution](#) and [Policies](#) are provided for you. Please read and use these, as they are the keys to the governance of WIRES and the drivers for a successful organisation.

As a member of the Council that is the guiding body of WIRES you will be expected to make decisions that will affect the whole organisation. When making decisions; take the time to ensure that the decision is in the best interest of WIRES and does not have an underlying personal viewpoint or bias. Good decisions form the basis for positive actions.

Your time spent as a Council Representative is one of leadership and responsibility. It will also be a productive, rewarding and positive experience for you.

Best regards

Lyn Fowler
September 2022

WIRES Code of Conduct

(Policy Statement – Adopted 11 November 2006 adopted with amendments 13 December 2008)

Please refer to the WIRES Code of Conduct: <https://members.wires.org.au/smc/Policies/7275.aspx>

WIRES Code of Ethics

For Wildlife Rehabilitators
(Adopted by WIRES Inc 1st September 2007)

Please refer to the WIRES Code of Ethics: <https://members.wires.org.au/smc/Policies/2914.aspx>



WIRES State Council Representative – Job Description

The primary responsibility of a WIRES State Council Representative (WSC) is to contribute to the collective decision making of the WIRES State Council in matters of policy and the processes to progress the agreed direction of the organisation.

The term of a WSC Representative commences at the beginning of the first WIRES Council AGM following his/her election and expires at the commencement of the second WIRES Council AGM from his/her election. (See Constitution [adopted August 2007] clause 4.2)

The WSC Representative is the first point of contact for any matters dealing with or needing to go to Council.

A WIRES State Council Representative must possess the following skills and abilities:

- Adequate time to do justice to the position, which includes reading and preparation of meeting material.
- A comprehensive understanding of WIRES Policies and Constitution.
- A genuine interest in voluntary work in general and the objectives of the organisation in particular.
- Good communication skills, diplomacy, and a commitment to confidentiality.
- Commitment to the principles of the WIRES Code of Conduct.
- Must be prepared to carry out “Action” items by the due date or give notice otherwise so that the meeting can take appropriate action, if required.
- Must be prepared to communicate with other Representatives.
- Assist his/her replacement during transition, to understand the ongoing requirements of the WSC.
- Communicate with his/her alternate and report accurately to their Branch/Team on relevant matters arising from WSC meetings.
- Present regular Branch/Team reports to the Secretary of the WIRES State Council as requested.
- Present an annual report on the WSC at the Branch/Team Annual General Meeting.
- Management Teams representatives are required to submit an annual report from their respective Team to the Secretary of the WSC.
- Councillors must also complete the WIRES State Council & Board online Workshop.

A WIRES State Council Representative is required to attend all meetings of the WIRES State Council. If non-attendance is observed for three consecutive meetings without adequate explanation, or provision of an alternate, the WSC Representative may be removed from office.

Role and responsibilities of the WIRES Council

A Council Representative should undertake the completion of the WSC Training module before attending their first Council meeting or as soon as practicable thereafter.

The Main Principles

1. *Leadership* – by exercising leadership, enterprise, integrity and sound judgement in directing the organisation, the Council and its Board aim to achieve continuing prosperity and to act in



the best interests of the organisation in a manner based on transparency, accountability and responsibility.

2. *Appointments* – Ideally, appointments to the Council and Board are made so that there is a mix of people who can add value and bring independent judgement to bear on the decision-making process.
3. *Strategy and Values* – The Council and Board aims to ensure the organisation survives and thrives by determining strategies that will achieve the values of the organisation, and ensuring that these strategies are implemented.
4. *Compliance* – ensure that the Council and Board, its employees and branches comply with all relevant laws, regulations and codes of best practice.
5. *Communication* – The Council and Board aim to communicate effectively with all members, branches, staff in Administration Office and others.
6. *Accountability* – the Council and Board should serve the legitimate interests of the members of the organisation as a whole, in the pursuit of WIRES goals and objectives.
7. *Relationships* – policies should be implemented with regard to WIRES relationships to members, branches, NPWS, vets, the media, the public and other related people or bodies.
8. *Balance of Power* – the Council and Board should endeavour to ensure that no one person or a block of persons has unfettered power and that there is an appropriate balance of power and authority on the Council and its Board.
9. *Internal Procedures* – the Council and Board should regularly review processes and procedures to ensure the effectiveness of its internal systems of control, so that its decision - making capability and the accuracy of its reporting are maintained at a high level.
10. *Risk Management* – the Council and Board should identify the key risk areas and key performance indicators of the organisation and monitor these factors.
11. *Financial Review* – The Council, through the diligence of the Board treasurer and others, must monitor continuously the financial position of WIRES Inc. and ensure its ongoing future.

In Summary the Council should

- *Consist of members who, as far as possible, have appropriate skills.*
- *Undertake its role in the best interests of the organisation as a whole.*
- *Create the future, not just mind the shop.*
- *Protect the property of the organisation.*

Council Meetings

- Council meets as decided by Council and held on a Sunday.
- Meetings are from 9:30am to 4:30pm. Lunch is provided where meetings are face to face. The majority (if not all) of the meetings are held online.
- Council members are expected to attend the meeting in its entirety.
- The Board is elected by the Council from the Council Representatives, at the WIRES State Council AGM.
- The Board consists of the WIRES Inc executive and five others.
- The Board meets as decided on a Sunday, unless that date is taken by the Council. In that case the Board meets on the Saturday.
- The Council and its Board should do most of its work at regular meetings, where it maximises the opportunities for policy making, strategic thinking, risk analysis, evaluation etc.
- Meetings should be structured and facilitated so that every member can participate.



- Meetings should be creative, stimulating sessions at which individual Council or Board members have an opportunity to add value to the Council, WIRES governance and their own learning.
- Time should be regularly scheduled into meetings for strategic thinking around specific issues.

Decision Making

- The Council and its Board must act reasonably and prudently in all matters relating to the organisation and must always consider the interests of the organisation as paramount.
- Council and Board members should not allow their personal views to affect their conduct in regards to decision making, as it would be to the detriment of the organisation as a whole.
- Decisions should be made prudently, exercising the same degree of care as a person would exercise in making decisions about a business.
- Each member has a duty of loyalty, a duty of care, and shares equal responsibility and accountability for the decisions and actions of the Council and its Board.

Guidelines for Attendance of Alternate Representatives at WSC Meetings

- WSC Alternate Representative may attend a WSC meeting at which the WSC Representative cannot be present.
- A WSC Alternate Representative may attend a WSC meeting with the WSC Representative if they wish to:
 - a) Familiarise the Alternate Representative with the members and workings of the WIRES State Council.
 - b) Limited circumstances may arise when the alternate representative may attend with the WSC Representative, these may be: to provide specific/specialist knowledge to a specific topic; any training that may be pertinent to the role of rep and alt rep, a genuine reason for attending.
 - c) Five places are reserved only for new alternate representatives.
 - d) If the 5 positions are not filled by new alternate representatives attending with the WSC Representative to familiarise themselves with the WSC the Chair does not have discretion to fill any places for any reason.
 - e) The Chair has the ability to make further decisions regarding the attendance of alternate representatives provided it does not contravene the Constitution or Handbook in relation to alternate representatives and is in accordance with all agreed criteria.

If the Chair is not available or decides it is appropriate to excuse themselves from a decision, the decision will fall to the Vice Chair, under the above criteria but has no additional discretion as the Chair does.



WIRES Board of Directors

Position Descriptions

In addition to the responsibilities outlined in the Role and Responsibilities of the WIRES Council, these positions require additional commitment as described.

Chairperson

May but does not necessarily incorporate the role of CEO

- Is a member of the WIRES Board of Directors.
- As spokesperson of the Board must actively participate with the staff through the CEO in an overall planning process and assist in implementing the plan's goals.
- Provides leadership to the Board of Directors, which sets policy and to whom the CEO is accountable.
- Chairs meetings of the Board of Directors and WIRES Council, after developing the agenda with the CEO and Secretary.
- Encourages the Board of Directors role in strategic planning.
- Serves ex officio as a member of sub-committees and attends its meetings as required or invited.
- Helps guide and mediate the Board of Directors' actions with respect to organisational priorities and governance concerns.
- Monitors financial planning and financial reports, with the Treasurer.
- Formally evaluates the performance of the CEO in consultation with the rest of the Board.
- Evaluates annually the performance of the organisation in achieving its mission.
- Performs other responsibilities as may be assigned by the Board.
- Is sufficiently familiar with legal documents (constitution, policies, ATO matters, etc.) to note applicability during meetings.

Vice Chairperson

- Is a member of the Board of Directors.
- Performs Chairperson's responsibilities when the Chairperson is unavailable (see Chairperson Job Description).
- Works closely with the Chairperson and other staff.
- Is sufficiently familiar with legal documents (constitution, policies, ATO matters, etc.) to note applicability during meetings.
- Performs other responsibilities as may be assigned by the Board of Directors.

Secretary

- Is a member of the Board of Directors.
- Maintains records of the Council and Board and ensures effective management of the Council and Board's records.
- Manages and maintains correspondence on behalf of the Board and Council
- Manages minutes of the Board and Council meetings.
- Ensures draft minutes are distributed to WSC members in a timely fashion.
- Ensures ratified Council minutes are distributed to branch contacts within 14 days
- Is sufficiently familiar with legal documents (constitution, policies, ATO matters, etc.) to note applicability during meetings



Treasurer

- Is a member of the Board of Directors.
- Manages finances of the organisation.
- Administers financial matters of the organisation as required.
- Liaises with directors of WIRES Public Gift Fund.
- Provides annual budget to Board and Council for consideration and approval.
- Ensures development and Board review of financial policies and procedures.
- Is sufficiently familiar with legal documents (constitution, policies, ATO matters, etc.) to note applicability during meetings.

Board of Directors Members

- Regularly attends Board and Council meetings and other important related meetings.
- Makes a serious commitment to participate actively in the Council and Board's work.
- Volunteers for and willingly accepts assignments and completes them thoroughly and on time.
- Stays informed about committee matters, prepares well for meetings, and reviews and comments on minutes and reports.
- Gets to know other Council and Board members and builds a collegial working relationship that contributes to consensus.
- Is sufficiently familiar with legal documents (constitution, policies, ATO matters, etc.) to note applicability during meetings.
- Is an active participant in the Board's annual evaluation and planning efforts.

Legal Role and Responsibilities of the WIRES Board

To ensure that the organisation operates in compliance with:

- The Constitution.
- The Associations Incorporation Act.
- Any funding agreements signed by the organisation.
- Employer legal responsibilities (including staff employment agreements, proper tax deductions, superannuation obligations, and provision of safe working conditions for both employees and volunteers in line with WHS legislation).
- Legal and ethical requirements for provision of adequate insurance cover.
- Safety considerations in provision of services.
- Relevant Federal, State and Local Government laws and regulations

WIRES is a not-for-profit charity; as such there are certain obligations and government agencies they are answerable to; anyone wishing to be a part of the Board must be aware that:

- Board members' personal details will be recorded, by regulators, as those persons legally responsible for WIRES INC. If you do not wish to be legally responsible for the decisions made by the Board as a group or listed publicly, please do not nominate for a position.

WIRES' Board is constitutionally made up of 9 people; the legislation under which WIRES is incorporated and its constitution make the Board legally responsible for the entire organisation and its members. Therefore, the Board should be made up of people who are prepared to take their role responsibly to look after the entire organisation, and not present their own personal agenda or



particular “branch patch”. Board members are expected to leave branch/team “hats” at home and consider only the best needs and outcomes for the entire organisation.

Board members are held to a higher standard of behaviour.

No one Board member has any more “power” than anyone else; each decision is based on a majority; therefore, the ability to work as a team, compromise and agreeing to a majority consensus is an important aspect - even if you do not agree with the majority decision - the Board must present “one voice” to do otherwise may be seen as a breach of Board room confidentiality.

Board members must have thorough knowledge and understanding of WIRES’ constitution, its policies and procedures. Board members should also complete the online workshop for Council and Board members.

All Board members are required to sign:

1. The Confidentiality Agreement, which all Councillors are required to sign (Appendix 1 of this document). Amendments to the Confidentiality Agreement are not permitted.
2. The Code of Ethics for WIRES Board of Directors (a contractual agreement – Appendix 2 of this document). Amendments to the Code of Ethics are not permitted.

By signing the above two documents it is presumed, that the Board member has read, understands and agrees to uphold and abide by them and acknowledges that they:

- Are required to declare any conflicts of interest; and
- Abide by the dispute processes specified in the Constitution and policy.

Board members do not have direct access to staff, for any reason; this is to ensure that staff do not feel compelled to comply with a Board member's request. All contact with staff goes through the Chair and the CEO in the first instance.



Other Areas of Responsibility

Sponsorships

WIRES Inc through its authority delegated to paid staff, or through branches or other sub-committees may seek sponsorships of its activities. **All sponsorships must be approved by the CEO and Board** prior to commencement.

Duty of Care

WIRES has a [WHS tab on the WIRES Members' Website](#) where all WHS information may be accessed.

Confidentiality and Discretion

Most of what is discussed at Council or Board meetings is treated in an open and transparent way. There are however some matters which, as a matter of legal obligation must be regarded as confidential (e.g. Specific rates of pay of WIRES employees, which may be discussed from time to time as part of the Board's responsibilities).

There are other issues, which may be regarded as confidential, as a matter of courtesy (e.g. the details of branch disputes, which may come to the Board for resolution. The widespread discussion of such conflicts has no positive benefits, and may result in further inflammation of the existing situation).

There is also the need at times for discretion to be displayed properly, being discussed outside Council, to ensure that the draft status of the proposals is clear to all others. Much unnecessary conflict and distress can be created by misunderstandings about the draft status of documents.

Policies and Procedures Manual

WIRES Policies and Procedures Manual is a living document constantly under review. It is the work of the Council and Board to ensure it progresses.

WIRES policies can be found on the WIRES Members' Website, under [INFO/Policies, Procedures, Guidelines and Handbooks](#).



Nine Basic Responsibilities of the WIRES Board of Directors

Determine the Organisation's Mission and Purpose

A statement of mission and purposes should articulate the organisation's goals, means, and primary constituents served.

It is the Board of Directors' responsibility to create, in conjunction with the WIRES Council, the mission statement and review it periodically for accuracy and validity. Each individual Board member should fully understand and support it.

Select the CEO

The Board must reach consensus on the CEO's job description and undertake a careful search process to find the most qualified individual for the position.

Support the CEO and Review His or Her Performance

The Board should ensure that the CEO has the moral and professional support he or she needs to further the goals of the organisation. The CEO in partnership with the Board, should decide upon a periodic evaluation of the CEO's performance.

Ensure Effective Organisational Planning

As stewards of an organisation, the Board must actively participate with the staff through the CEO in an overall planning process and assist in implementing the plan's goals.

Ensure Adequate Resources

One of the Board's foremost responsibilities is to provide adequate resources for the organisation to fulfil its mission.

The Board should work in partnership with the CEO and development staff, if any, to raise funds from the community.

Manage Resources Effectively

The Board, in order to remain accountable to its donors, the public, and to safeguard its tax-exempt status, must assist in developing the annual budget and ensuring that proper financial controls are in place.

Determine and Monitor the Organisation's Programs and Services

The Board's role in this area is to determine which programs are the most consistent with the organisation's mission, and to monitor their effectiveness.

Enhance the Organisation's Public Image

An organisation's primary links to the community, including members, the public, and the media, is the Board. Clearly articulating the organisation's mission, accomplishments, and goals to the public, as well as garnering support from important members of the community, are important elements of a comprehensive public relations strategy.

Serve as a Court of Appeal

Except in the direst of circumstances, the Board must serve as a court of appeal in personnel matters.



Solid personnel policies, grievance procedures, and a clear delegation to the CEO of hiring and managing employees will reduce the risk of conflict.

Limitations of Board Powers

From the WIRES Constitution:

https://members.wires.org.au/smc/SMCConstitutionDraft/Downloads_GetFile.aspx?id=3335)

3.1 Powers generally

Except as otherwise required by the Act, any other applicable law or this document, the Board:

- a) has all power necessary to fulfil all its functions under this constitution;
- b) has power to control and manage the affairs of the Association; and may exercise every right, power or capacity of the Association with the exception of the Association in General Meeting.

3.2 Powers of the Board

- a) The Board shall have the power to implement Association Policy and Board resolutions and;
- b) Where a matter, not covered by policy or previous resolution of the Board, requires urgent consideration of the Board, the Board may convene a Special Meeting or organise a postal ballot or conference via electronic means.

WIRES Public Gift Fund

The WIRES Public Gift Fund (WPGF) is an account established to fulfil government requirements to qualify for tax deductible status with the ATO under provisions of the Federal Dept. of Environment and Water. Five honorary directors who are not WIRES members oversee it.

All branch donations are banked in this account and the directors monthly disburse the donations to branches via the Combined Branch Accounts.

All WIRES Inc donations are banked in this account. The WPGF directors meet regularly with the appropriate WIRES Inc executive and staff to disburse funds and ensure they are used for the purposes for which they were given.



Appendix 1: WIRES INC - Confidentiality Agreement

All Members of WIRES' State Council are required to sign a copy of this document. AMENDMENTS TO THIS DOCUMENT ARE NOT PERMITTED.

In the course of your involvement with WIRES, you will come in contact with information that must be kept confidential at all times.

Confidentiality is the preservation of personal information concerning any member of the organisation, paid or unpaid employees, donors and members of the public. It is also the preservation of personal information relating to any staff member who provides a service for or to WIRES Inc. The discussion of any personal information to others is against WIRES Inc policy, even if the person is not referred to by name.

As a Council/Board Member you may be provided with information known as “corporate confidential” and must not be disclosed to anyone outside of Council/Board. You may also come in contact with information regarding WIRES Members/Members of the public; this too is confidential and must not be disclosed to anyone outside of Council/Board.

The agreement to keep information confidential is between WIRES Inc members, Council members, Board members and paid staff members. It is not between two individuals, thus reporting of information by a staff person, to a manager should follow the internal policies and procedures of WIRES Inc.

Where it is necessary to work with other agencies to provide services, the obligation of confidentiality will be binding for everybody involved.

Where a staff member requires further information regarding any aspect of a person this should be sought from the person themselves or the Chief Executive Officer (CEO)/Board.

Confidentiality is important, care and respect should be shown all times. Release of information, including photographs, can only be given with the signed consent of the other person. Any proven breach of confidentiality will establish a code of conduct review of the person involved. This may result in a formal censure including dismissal from WIRES Inc. Depending on the seriousness of the matter WIRES Inc. or their legal representative may take legal action.

I
have read the above Information and agree to maintain this policy on confidentiality.

Signed

Date



Appendix 2: Code of Ethics for WIRES' Board of Directors

All Board members are required to sign this at the Board's first meeting following the WIRES State Council AGM. AMENDMENTS TO THIS DOCUMENT ARE NOT PERMITTED.

WIRES' Mission Statement: "WIRES Mission is to do everything possible to actively rehabilitate and preserve Australian native wildlife and to inspire others to do the same."

Statement of Commitment

"In establishing policy for and on behalf of WIRES' members, I am a custodian in trust of the assets of their association. The members recognise the need for competent and committed elected Board members to serve their organisation and have put their trust in my sincerity and abilities. In return, the members deserve my utmost effort, dedication, and support."

"Therefore, as a Board member/director of WIRES, I acknowledge and commit that I will observe a high standard of ethics and conduct as I devote my best efforts, skills and resources in the interest of WIRES and its members. I will perform my duties as Board member/director in such a manner that members' confidence and trust in the integrity, objectivity and impartiality of WIRES are conserved and enhanced. To do otherwise would be a breach of the trust which the membership has bestowed upon me."

Ethical Guidelines

General

- I will always hold the betterment of the membership of the organisation as my priority, including during all participation in discussions and voting matters.
- I recognise that I am obligated to act in a manner which will bear the closest public scrutiny.
- It is my responsibility to contribute to the Board of directors any suggestions of ways to improve the organisation's policies, standards, practices or ethics.
- I will not abuse my position as a Board member by suggesting to any organisation employee that I am entitled to or expect any special treatment beyond regular members of the organisation.
- I will declare any conflict of interest, be it real, potential, or apparent, which is not immediately obvious with regard to any matter being discussed in my presence during a meeting.
- If the Board decides at any time during a meeting that I have a conflict, I will accept its request that I refrain from participating in the discussion and I will leave the meeting at the Board's request.
- I understand that the Board's decision will be recorded in the minutes, either with or without the reasons for the decision being also recorded
- I understand that the following activities are considered by the organisation to be conflicts of interest, and that conflicts of interest are not limited to the following situations:
 - where a director makes a decision or does an act motivated by other or additional considerations than "the best interests of the organisation"
 - where a director personally contracts with the organisation or where he/she is a director of other organisations which are contracting with this organisation
 - where a director learns of an opportunity for profit which may be valuable to him/her personally or to another organisation of which he/she is a member, or to other persons known to the director
 - where a director, in any circumstance as related to the organisation, puts his/her personal interests ahead of the best interests of the organisation



Information

- I will not knowingly take advantage of, or benefit from information that is obtained in the course of my official duties and responsibilities as a Board member, and that is not generally available to membership
- I will be alert to information which the organisation can use to develop improved policies and strategies
- I will protect the organisations information closely and will not release or share confidential information without the permission, preferably in writing, of the person who provided it
- I will maintain confidentiality of all information which the Board deems ought to be kept confidential

Resources

- I will be mindful of resources which are in my trust on behalf of the organisation, and will help establish policies which ensure the maximisation of secure and protected resources
- I expect to be reimbursed for legitimate expenses incurred by myself for the sake of the organisation. I will keep all such expenses reasonable and justifiable and will discuss expenses which may be in question with the organisation's chairperson.

Gifts and Hospitality

- Should business associates or others offer me gifts, favours, or benefits on a personal basis because of the business the organisation does with them, I will recognise that such offers may be an effort to secure advantage from me, and I will reject such offers on the basis that it is against the organisation's policy to accept gifts from business contacts. The most I will accept will be normal promotional handouts of a nominal value.
- I will not routinely accept the hospitality of others. For example, when meals are taken with business colleagues, I will pay for as many meals as do my colleagues.

Representing the Organisation

- As part of my duties as a Board member, I represent the organisation informally and formally to other associations, societies, government officials, and business representatives. I recognise that it is important that I represent the organisation in such a way as to leave others with a positive impression of the organisation. In my duties I will preserve and enhance the good reputation of the organisation and will avoid behaviour which might damage its image.

Interpretation

- The chairperson of the organisation shall ensure that the practice of this policy will be fair, just, and equitable in all situations of interpretation and application.

Enforcement

- The chairperson is ultimately responsible for immediate interpretation, application and enforcement of the Board members' code of ethics policy. All complaints concerning a possible breach of the code of ethics shall be made in writing to or by the chairperson with a copy provided to the complainant.
- The chairperson shall make an initial determination of the issue and shall attempt initial resolution of the problem with the complainer and the complainant.
- If this initial attempt at resolution is not successful, the chairperson shall appoint a tribunal composed of three Board members to investigate the complaint. The tribunal is required to



- investigate as required and submit a written report to the chairperson within 30 days. The chairperson will render his/her decision within ten days of receiving the tribunal's report.
- The chairperson's decision may be appealed in writing to the Board of directors for consideration at the organisation's next regular scheduled meeting for a final decision. The final decision shall be delivered in writing to the complainer and complainant.

Delegation and Penalties

- Should the chairperson be the subject of a written complaint, the vice chairperson shall perform the duties normally assigned to the chairperson in this matter.
- Penalties imposed for breach of the code of ethics may include, but are not limited to, the following:
 - Excluding the director from portions of all future meetings and discussions which relate to the stated conflict of interest, and/or
 - censure of the director, in private, in public, or both, and/or
 - removal of the director from office will be in accordance with WIRES Constitution it's Policies and Procedures.

I have read and I accept WIRES' Code of Ethics for Board Members

Signature of Board Member

Date

References:

Gevers L (1996) "Managing a Community Organisation in Western Australia" (L. Gevers Consulting, Perth Aust.)
Community Organisations - The Department of Gaming and Racing.
Boards that Make a Difference - John Carver (1990)
Re-inventing Your Board - John Carver (1997)
Guidelines for Running a Community Organisation - NSW
Council of Social Services *Good Governance* "A Framework for Best Practice Governance" - Boardworks International (No. 11, October 1999)
Good Governance "Guidelines for Corporate Governance in Commonwealth Countries" - Boardworks International (No. 16, August 2000)
Good Governance - Boardworks International (No. 17, September 2000)