



PROGRAM HANDBOOK

“The Observership Program is in my opinion an outstanding way for the future directors of all levels of Australian business to gain experience in what to do and indeed what not to do around the board table.”

David Gonski AC (Patron, The Observership Program)

VICTORIA 2023

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ACKNOWLEDGMENT OF COUNTRY

The Observership Program acknowledges Traditional Owners of Country throughout Australia. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present, and emerging. We also accept the invitation in the Uluru Statement from the Heart to walk together with Aboriginal and Torres Strait Islander peoples in a movement of the Australian people for a better future.

RECONCILIATION ACTION PLAN

Our organisation is ready to embark on our reconciliation journey by developing a Reflect Reconciliation Action Plan during 2023, which will demonstrate our commitment to reconciliation with Aboriginal and Torres Strait Islander communities.

In preparation for embarking on our reconciliation journey we have completed Cultural Awareness training.



“The Program is a way to connect talented emerging leaders and the not-for-profit community in a structured and meaningful way.”
Jonathan Gavshon, Founder and Chair, The Observership Program

CONGRATULATIONS

WELCOME TO THE 2023 OBSERVERSHIP PROGRAM.

Your participation in the Program will provide you with a unique opportunity to develop the skills and experience to pursue leadership roles in the not-for-profit sector and the wider community.

This guide has been developed to provide information to help you prepare for the journey that awaits and to ensure that your experience is rewarding and enriching. We want to take this opportunity to thank you for giving a portion of your precious time and talent to the not-for-profit sector.

Enjoy the year ahead. We trust it will be an exciting one.

JONATHAN GAVSHON
Founder and Chair

CATHERINE REISER
Director, The Observership Program, Victoria

PROGRAM OVERVIEW

Founded in 2014, The Observership Program facilitates the involvement of talented and energetic individuals with a diverse range of skills and backgrounds in a structured experience on not-for-profit and government boards. It is a powerful tool to engage emerging community leaders while giving participating not-for-profit and government boards insight into the next generation's perspective. Over 1030 Observers have participated in the Program, observing on the boards of over 285 not-for-profit and government appointed boards.

The Observership Program has run in Sydney since 2014, Victoria since 2017 and Brisbane since 2022.



GENERAL INFORMATION

THE PROGRAM RUNS FEBRUARY – DECEMBER 2023

Participation in the Program requires you to attend all training sessions, board and subcommittee meetings. You are an ambassador for The Observership Program and failure to demonstrate adequate commitment jeopardises opportunities for future candidates.

Please confirm all board meeting and other key dates directly with your organisation and diarise meetings accordingly.

Please notify your employer of your participation in the Program to ensure their support when leaving the office early to attend training sessions or board meetings.

Your placement as an Observer will conclude at the beginning of December 2023 or with your attendance at your organisation's final board meeting for 2023. At the end of the Program, The Observership Program will liaise with each organisation regarding the placement of a new Observer for 2024, so any further involvement with your organisation will be based on mutual agreement and outside of the formal Program.

BOARD LIAISON

Each participating board is asked to identify a Board Liaison who is responsible for being the point of contact for the Observer and for The Observership Program. If your board has not identified one for you before your first board meeting, please contact your Program Director.

Please contact your Board Liaison with any questions about serving as an Observer on the board, including details for board meetings, board expectations of their Observer, behaviour in meetings and board culture.

“The pay-offs of this Program are enormous. Not for profits need access to ready-made board members and, like every organisation, they need diversity around their tables. Within that, they need wise younger heads alongside wise older heads so the sector will prosper and beneficiaries of this training and experience will profit...and the skills that they acquire will be taken into their careers, further board appointments and volunteering, as a win for the broader community.”

The Honourable Linda Dessau AC CVO, Governor of Victoria



PREPARATION FOR PROGRAM COMMENCEMENT

Prior to your first board meeting or the first Observership Program training session, whichever occurs earlier, please make sure you have completed the following;

1. Police Check: Provided your proof of identity documents, uploaded your consent form and completed the online form following notification received from Belinda Da Silva.
2. Familiarised yourself with the confidentiality terms of the Program.
3. Diarised all board meetings and training sessions for the year.
4. Informed your board chair or board liaison of any conflicts regarding board meetings.
5. Informed the Program of any extenuating circumstances preventing attendance at any training session.

If a board meeting and training session are scheduled for the same time, please inform the Program and your board contact. In case of this conflict, while the final decision will be yours to make, the Program recommends attending the board meeting. Please feel free to discuss with your Program Director.



EXPECTATION AND ESSENTIAL INFORMATION

WHAT YOU CAN EXPECT:

- High level training for not-for-profit directors delivered by partners including the Australian Institute of Company Directors (AICD) and The Ethics Centre as part of a program that includes networking sessions with high profile guest speakers and former Observers.
- A year-long program to build your experience and confidence in serving on a not-for-profit board or government board.
- Access to experienced Board directors from both the not-for-profit government and for-profit sectors.
- Possible involvement in a strategic project or board subcommittee.
- Networking opportunities with fellow and former participants in the Program. The Observership Program will connect you with the previous year's Observer on your organisation's board.
- A rewarding professional development experience that facilitates your contribution to society in a meaningful way.

Establishing open and direct communication early on with your Board Liaison is the key to a successful Observership. Take responsibility for asking questions, clarifying expectations on both sides and in the event of any issues arising or advice needed, please contact your Program Director.

NEED TO KNOW:

- Discussions that occur at board meetings are confidential. It is essential that Observers understand and respect this confidentiality. As part of your application to The Observership Program you accepted a confidentiality agreement and it is essential that you abide by the terms of this agreement.
- Please handle your role with sensitivity and only speak if either the Chair invites you to contribute or if it becomes clear that your opinion is welcome in general boardroom discussion. We encourage you to check in with the Chair or your board contact person prior to your first board meeting to discuss expectations, content and delivery of your contributions.
- Your presence at board meetings is at the discretion of the Chair. There are some circumstances where it will not be appropriate for you to attend or participate in a board meeting or discussion. We have agreed with each Chair that in extreme cases, the Observer may be asked to leave. Please handle this request sensitively.
- We encourage you to ask the Chair or board secretary to minute that you are attending each meeting by invitation in the capacity of Observer.
- Do NOT vote in any voting matters even if asked to do so by the Chair.
- Make it clear in all dealings that you are an Observer. For example, it is recommended that when contributing to discussions you highlight your role in the following way: "In my capacity as Observer, I think that..."
- While being offered a formal board position at the conclusion of the Program can happen, it is not a pre-requisite for a not-for-profit or government organisation to participate in the Program and should not be an expectation of Observers.
- Our training course is designed to provide an overview of the key topics relevant to not-for-profit directorship and governance, as part of a combined experience of the theory and practice of not-for-profit directorship. AICD runs more in-depth courses for those interested.

“My time as an Observer was one of the most productive professional development experiences I have ever had. The ability to gain an insight into a Board operation and to be so well looked after and mentored by the Chair will absolutely stay with me as I progress professionally.”

Tara Prowse, Melbourne Observer 2019



WE ENCOURAGE YOU TO CONTACT US IF:

- You are having trouble fulfilling your obligations to attend training and/or board meetings
- There is anything untoward, including inappropriate behaviour that occurs at your meetings that is cause for concern
- You are being asked to excuse yourself from meetings on a frequent basis
- You are not receiving a full set of materials
- You have any general concerns about your participation

We will treat the matter with utmost confidentiality and contact the organisation on your behalf to resolve these matters if appropriate.

FEEDBACK

Throughout the year we will be conducting feedback via online surveys, during the training sessions and/or by calling you directly. We appreciate your provision of any feedback requested in the specified time. Your feedback is critical for the future success of the Program. We will do the same with the participating organisations.

We also encourage you to contact us directly with any specific feedback or questions you have at any time throughout the year.

Catherine Reiser, Director, The Observership Program, Victoria

TRAINING

The Training Program is a combination of formal education sessions provided in a partnership with our strategic partners the Australian Institute of Company Directors (AICD), The Ethics Centre and other training providers that encompasses key subject areas important for not-for-profit and government board governance and networking sessions with high profile guest speakers.

“The training program was fantastic, and I have been highly recommending it to friends and colleagues. The content was relevant and timely and enhanced the board observation. The training has also been relevant for my day job and provided me with a new perspective and approaches to consider in my work.”

Evelyn Du Mont, Melbourne Observer 2018

KEY DETAILS

There are ten sessions in the training program during the year, some are held online and others in the CBD. Online sessions are 90 minutes in duration and begin at 6pm. Face to face sessions begin with light refreshments and networking at 5.30pm with formal training between 6pm and 8.30pm.

Training sessions encompass key subject areas essential for not-for-profit governance, including:

- Directors' duties and responsibilities;
- Finance;
- Strategy
- Risk; and
- Ethics

Guest speakers with significant experience on both not-for-profit, government and for-profit boards are invited to share personal and professional insights with Observers at training sessions.

All sessions are **MANDATORY**. A Certificate of Attendance will be provided to those Observers who complete the training program in full.

If under extenuating circumstances, Observers are unable to attend any of the sessions please contact us. This includes arriving late or leaving early. Access to the training venues after hours can be restricted so latecomers will not always be able to enter easily.

Information about the Program's scheduled training sessions has been sent to all Observers. Any changes to these sessions will be communicated. Special events and sessions will be communicated separately.

OUR TRAINING PROVIDER (AICD)

AICD develops the content and materials for The Observership Program training sessions and provides expert facilitators. AICD's vision is to strengthen society through world class governance. Where available, links to webinars and other course materials will be distributed via AICD's database.

AICD's principal activities include:

- Education;
- Conducting professional development programs and events for boards and directors;
- Producing publications on director and governance issues; and
- Developing and promoting policies on issues of interest to directors.

The AICD has more than 43,000 members including over 1,700 internationally. Members include directors from such diverse organisations as ASX-listed companies, government bodies, not-for-profit organisations, charities, family-owned/private companies and entrepreneurial ventures.

To find out more about the AICD, visit www.aicd.com.au



John Atkin FAICD, Chair, AICD

OUR TRAINING PROVIDER (THE ETHICS CENTRE)

The Ethics Centre is proud to contribute to The Observership Program as a Strategic Partner and a provider of specialist ethics training for the Observer cohort. The Ethics Centre is a non-profit organisation founded 30 years ago to raise the ethical standards of Australian business. The organisation has grown to encompass a broad spectrum of activities including consulting, education and training, counselling, thought leadership and major events. They've provided ethics tools and training to the military, primary schools, trade unions and non-profits. Many of Australia's largest companies have called on The Ethics Centre for specialist advice and insights.

For the past decade, The Ethics Centre has presented the popular IQ2 debate series and the internationally renowned *Festival of Dangerous Ideas*. The Ethics Centre operates Ethical-call – a free helpline available to anyone struggling with an ethical dilemma – and they recently launched a new corporate membership program, The Ethics Alliance. To find out more about The Ethics Centre, visit www.ethics.org.au

“It is the theoretical, tailored training component, added to the practical experience of sitting on a board as an Observer for a year that makes The Observership Program unique in this country.”

Cathy Robinson, CEO,
The Observership Program



MELBOURNE 2023 TRAINING TIMETABLE

Online sessions will be held from 6.00pm – 7.30pm. Face to Face training sessions will be held from 5.30pm arrival for a 6.00pm start and conclude at 8.30pm, unless otherwise advised. All in-person sessions are held in Melbourne’s CBD. Hosting venues to be advised.

| DATE | TOPIC | LOCATION | GUEST SPEAKER/ FACILITATOR |
|----------------------------------|---|---|---|
| WEDNESDAY 15 FEBRUARY | 2023 Program Launch Event | National Gallery of Victoria, 180 St Kilda Road, Melbourne | Ro Allen, Victorian Equal Opportunity and Human Rights Commissioner |
| THURSDAY 9 MARCH | Duties and Responsibilities for NFP Directors | Online session | Nic Carr, AICD Facilitator |
| WEDNESDAY 15 MARCH | Finance for the NFP Directors | Online session | Ros Jackson, AICD Facilitator |
| WEDNESDAY 22 MARCH | Networking Session | Melbourne CBD | Facilitator TBC |
| WEDNESDAY 29 MARCH | Strategy for NFP Directors | Online session | Sharon Winks, AICD Facilitator |
| WEDNESDAY 19 APRIL | Risk for NFP Directors | Online session | Rosina Hislop, AICD Facilitator |
| MAY (TBC) | AICD Q & A Session | Melbourne CBD | Panel of Senior Directors |
| THURSDAY 1 JUNE | Ethics in Governance | Online session | Dr Simon Longstaff AO, Executive Director, The Ethics Centre |
| AUGUST (TBC) | Theory of Change and Leadership | IMelbourne CBD | Leadership Space Facilitator |
| LATE OCTOBER | Next Steps to Board Directorship and Networking | Melbourne CBD | Panel of former Observers |
| WEDNESDAY 6 DECEMBER | End of Year Networking event with Guest Speaker | Melbourne CBD | Guest Speaker |

NOTE: Dates may change – final confirmation will be provided to Observers prior to each session.

“The Australian Ballet has participated in the Observership Program for three years and has found the quality of the candidates presented to us for consideration to be outstanding. We have been fortunate to have two Observers to date and both bring a range of skills, experience and diversity to our Board. As a major performing arts company, this program has proven to be an excellent way for us to contribute to the development of talented future leaders and to increase the diversity of viewpoints available to us.”

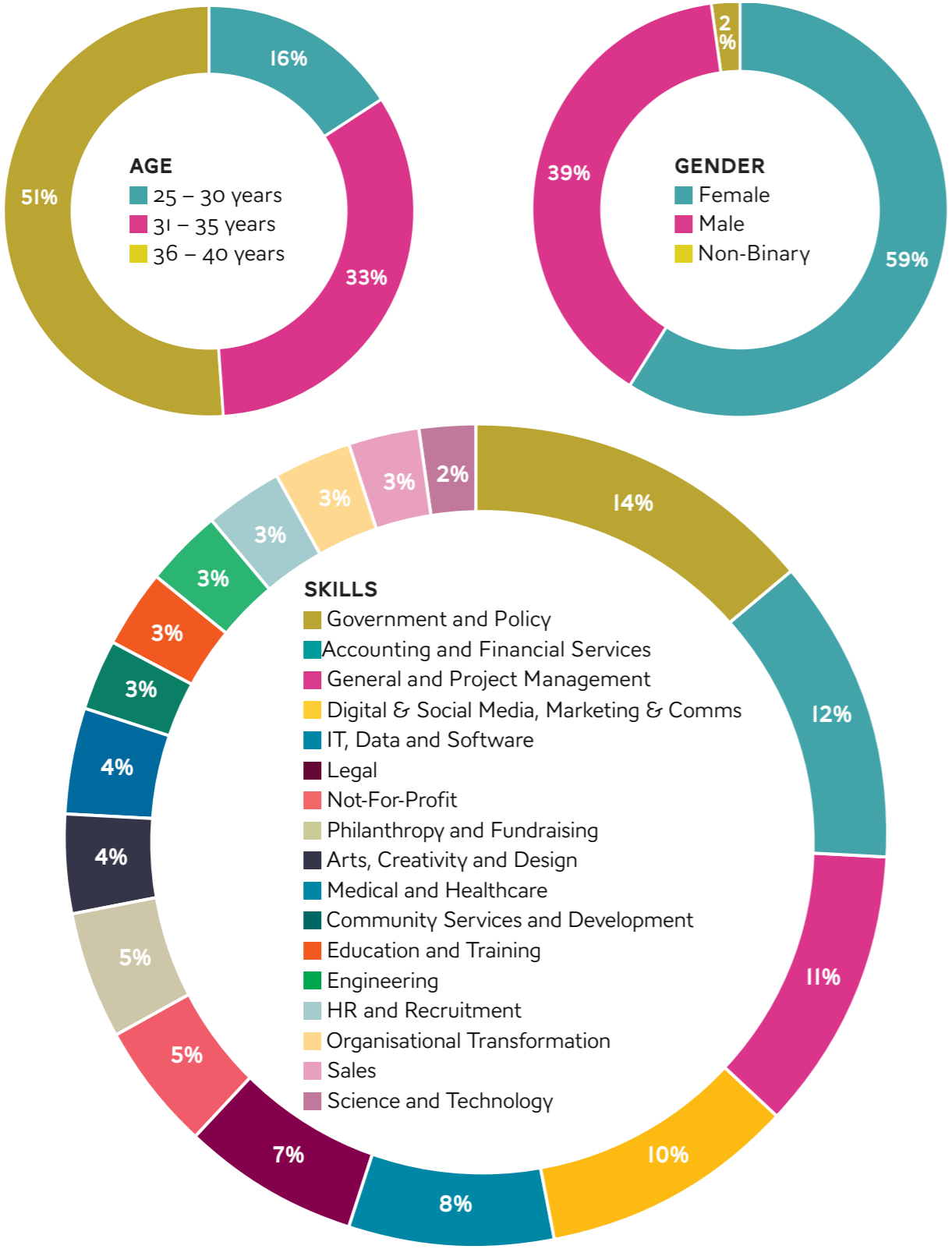
Libby Christie AM, Former Executive Director, The Australian Ballet

“I am really impressed with the philosophy of the Observership Program to encourage young professionals to get a deep understanding of governance practices in the not for profit sector. This is an area of real need and one where they can make a great contribution. What surprised me in our first year of participation was the quality of the candidates offered to the MSO - highly motivated individuals, each with strong credentials and importantly, in our case, a passion for music! The Observers receive a comprehensive, structured training program facilitated by the AICD, so they come to the table well prepared to broaden their understanding with practical experience. I encourage all not for profits to seriously consider participating in the program.”

Michael Ullmer, Former Chair, Melbourne Symphony Orchestra (MSO)

2023 OBSERVERSHIP PROGRAM – A SNAPSHOT

THERE ARE 117 OBSERVERS PARTICIPATING IN THE PROGRAM.
A BREAKDOWN OF THE PROFILE OF THE COHORT IS BELOW.



STRATEGIC PARTNERS

AUSTRALIAN
INSTITUTE
of COMPANY
DIRECTORS



SUPPORTED THROUGH PHILANTHROPIC FUNDING, THE OBSERVERSHIP PROGRAM AND AUSTRALIAN NETWORK ON DISABILITY ARE IN PARTNERSHIP TO SUPPORT OBSERVERS WITH DISABILITY TO DRIVE GREATER REPRESENTATION ON BOARDS.

CORPORATE PARTNERS

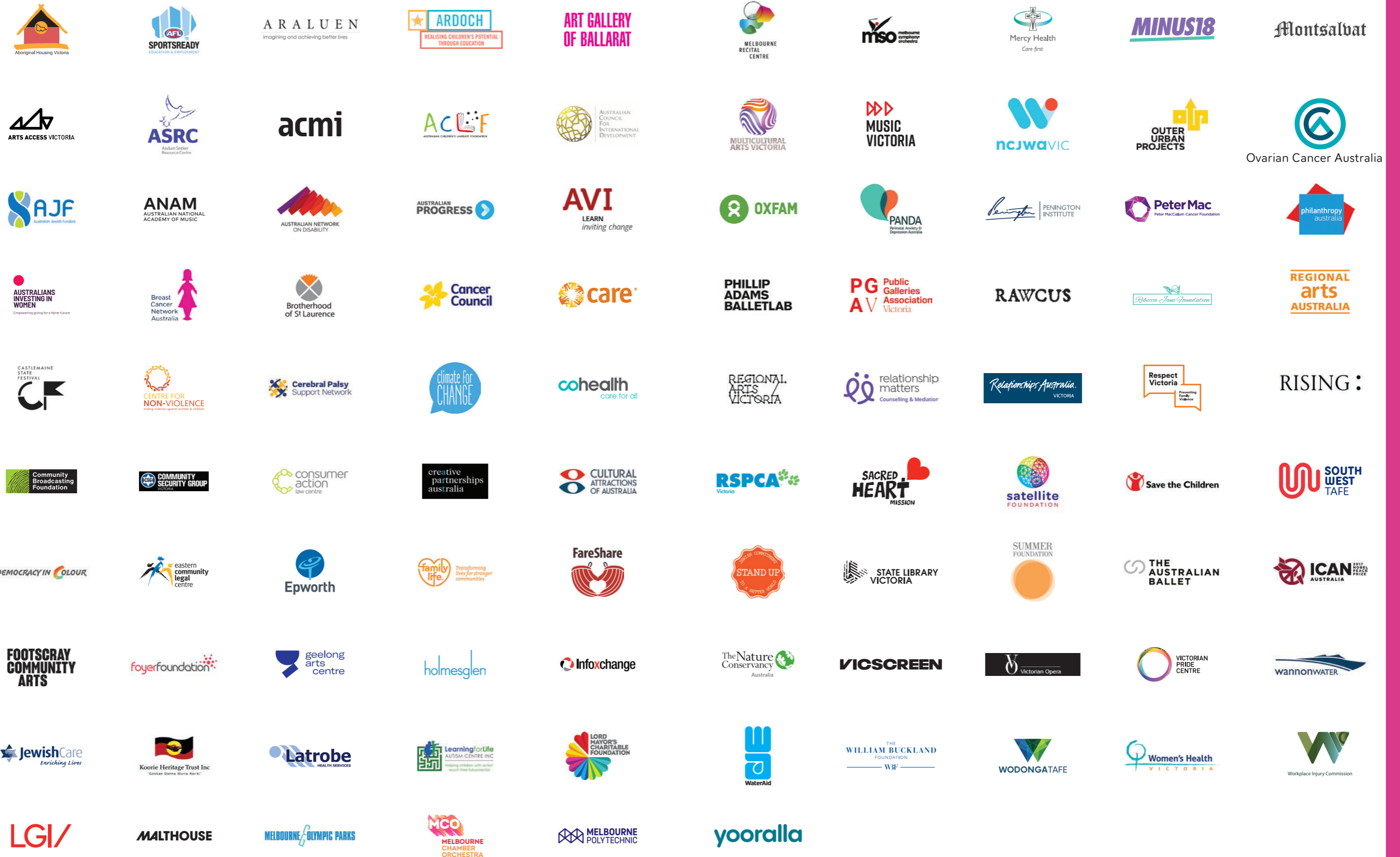


GOVERNMENT PARTNERS



PARTICIPATING BOARDS

THERE ARE 96 NOT-FOR-PROFIT AND GOVERNMENT APPOINTED BOARDS PARTICIPATING IN THE 2023 PROGRAM.



FOR NOT FOR PROFIT AND GOVERNMENT APPOINTED BOARDS

We are delighted to be working with you for the 2023 Program. This information is intended as a helpful summary of what's involved for a board participating in the Program. It also offers ways of maximising the value of participation for organisations and extending learning and development for Observers based on the experiences of boards participating in the Program over a number of years. We hope you find it useful.

ESSENTIAL INFORMATION FOR PARTICIPATING BOARDS

- Organisations are paired with Observers for a 12-month period. Observers are selected and carefully matched with organisations, based on nominated skills and/or profile preferences.
- The Observership begins with the first board meeting of 2023 and finishes with the last.
- As part of the application, Observers agree to the Program's confidentiality terms. Organisations are at liberty to request a copy of the terms and/or to ask Observers to sign the organisation's own confidentiality agreement.
- The Program conducts a police check for all Observers. Observers are advised that organisations may also seek additional checks such as working with children checks.
- During the Observership year, organisations facilitate Observers attending all board and any relevant subcommittee meetings as non-voting members so they can both contribute and learn about fundamental principles and functions of not-for-profit boards, the role of board members, the decision-making process and governance priorities.
- Where board meetings move between cities and board members are supported to attend these meetings face to face, we request that Observer attendance at these meetings is facilitated and supported by the host organisations.
- Host organisations with regionally based Observers are asked to also support any travel and accommodation expenses incurred in attending the five face-to-face governance training session held in the CBD.
- Observers participate in a training program alongside their board Observership. AICD facilitates four sessions and The Ethics Centre, one session. Further sessions are facilitated by the Program and feature keynote speakers. Opportunities for networking among Observers and peer-to-peer learning are provided via the face-to-face sessions. All training sessions are mandatory. Please refer to page 10 for an outline of the training program.

HINTS FOR ENGAGING OBSERVERS

The Program is not prescriptive about ways for boards to engage with their Observers, however, below are some examples of best practice and ways boards and Observers can maximise contribution and governance learning throughout the Observership year.

- The Chair/Board Liaison meets their Observer prior to the first Board meeting to induct the Observer into the organisation and the operations of the board;
 - If a board induction pack is available, do share with the Observer. A formal or informal induction, advising on both your board culture and expectations of your Observer's participation in meetings prior to the first board meeting fast-tracks learning and engagement;
 - Areas of potential contribution are best discussed either prior to, or in the early stages of the Observership to set expectations and lay the foundations for the best possible Observership experience for all parties;

- Joining a sub-committee and/or special strategic project at the beginning of the year provides an opportunity for the Observer to engage with meaningful work undertaken by the board and supports their engagement with and contribution to the organisation.
- It is at the Board's discretion to solicit input from the Observers during meetings. All Observers are briefed to contribute once invited to do so on the terms provided by the organisation. These could include:
 - As and when invited to do so by the Chair;
 - As and when the Observer feels they have something to offer;
 - Some boards set aside time at the end of the meeting for the Observer to reflect on discussions and to share perspectives.

THE PROGRAM STIPULATES THAT:

- Board minutes note that Observers are present in the capacity as Observers and not as Directors. When a vote is taken, please make clear that Observers do not vote;
- Where a training session clashes with a board meeting, Observers are advised to prioritise Board meetings;
- Feedback calls with Observers take place early in the Program cycle to check everything is on track;
- A call will be scheduled with the Board Liaison for feedback on your Observer and to ascertain ongoing participation of your board in the 2024 Program;
- Board Liaisons are asked to contact the Program in the event any issues arise, including any non-attendance other than due extenuating circumstances for which an apology is received.

BENEFITS OF PARTICIPATION:

- Participate in developing the next generation of leaders in the not-for-profit and government sector;
- Inject a younger, diverse perspective into the boardroom;
- Looking at the year ahead, strategically select an Observer with a particular skill set eg: New technology, data analytics, Digital marketing/coms, social media, law, finance, government policy etc. to assist with specific areas of board work;
- Engage through the "matching process" with a diverse pool of emerging leaders with a view to addressing any areas of board underrepresentation;
- Involve your Observer in a hands-on strategic project to deliver concrete benefits to the organisation;
- Invite your Observer to contribute in areas relating to their skill set through subcommittee involvement;
- Strengthen your board renewal strategy with no ongoing commitment to retain the Observer at the end of the 12-month Program;
- Retain the option to invite your Observer to join the board at the end of the 12-month period and/or invite them to stay on in an advisory or voluntary capacity;
- Recruit from the Program's 1,000 "board ready" alumni pool who are actively seeking ongoing and meaningful engagement with the not-for-profit and government sectors;
- Use the Program as a tool to develop the organisation's own leadership stream by encouraging emerging leaders from within the organisation to apply to be placed with other not-for-profit and government boards.

Please contact:

DIRECTOR, THE OBSERVERSHIP PROGRAM, VICTORIA:

CATHERINE REISER

Email: catherine.reiser@observership.com.au



“The support and professional development the Observers receive over the course of the Program is invaluable and cannot be accessed anywhere else. The selection process is very strategic: it ensures organisational fit. Our Observers have demonstrated real diligence and commitment to their role: they have brought valuable experience and expertise to the board table, including during the current Covid-19 crisis.”

Victoria Marles AM, Former Chair, Consumer Action Law Centre, Former Chair, Abbotsford Convent Foundation and Former CEO, Trust For Nature

“Diversity is a key element for good governance, yet too often people with different education, skills, lived experience, socioeconomic and cultural backgrounds don't have the pathways to gain board experience. The Observership Program has an outstanding track record of sourcing and matching amazing, diverse, candidates to NFP boards. As a Director and Chair, I've been involved since 2018, and every year it's a challenge to choose between the 5 to 6 high potential, inspiring candidates provided to the Board. We review the program annually and my fellow directors have consistently noted the value for the board and the Observer and committed to continue participation. It's a brilliant program, building the next generation of diverse and inspiring Directors!”

Morgana Ryan, Former Chair Infoxchange, Director, Care Australia and Director, Wodonga TAFE

“The Program is a wonderful opportunity for personal development as participation exposes you to a diverse community of NFP leaders who are regularly making decisions that have a broader impact on society. The knowledge and skills that you pick up as an Observer can't be taught in a classroom. By observing boards in action, you will learn how to be a better leader, a better listener and have a broader array of skills through which to apply when making decisions in any sector. The formal training program is comprehensive in nature and when applied alongside the practical observing of a board, is the perfect catalyst for a person to want to make a difference in whatever leadership role they are pursuing.”

Kate Stewart, 2018 Observer, joined FareShare following her Observership

“We received approval from the Victorian Government to appoint Anna Pitt, our 2019 Board Observer to the Victorian Opera Board. Anna stayed on our Marketing Committee in 2020 after her official Observership ended and she has continued to attend Board meetings as an Observer since that time. Based on her skills and contribution, we decided earlier this year to propose her to the government as a full Board member. We are delighted that her appointment was approved and are excited to welcome her to the Board. We have been very happy with the quality of our Observers since joining the Program in 2017.”

Grant Powell, Board Director, Victorian Opera



LEGAL RESPONSIBILITY AS AN OBSERVER

Each organisation has been encouraged to review its Directors' and Offices' insurance, including potential coverage of you as an Observer.

The Program has sought legal advice on the potential liability associated with serving as an Observer and whether this role could be considered akin to the role of a Shadow Director under the Corporations Act 2001 (Cth) (the Act).

SHADOW DIRECTORS

In the ordinary course, a director is a person who has been formally appointed to act as a director of a company or a body. However, the definition of a director under the Act extends to a shadow director.

A person who is not validly appointed as a director will be a shadow director if they either act in the position of a director or if the directors are accustomed to act in accordance with that person's instructions or wishes. A person is not a shadow director merely because the directors act on advice given by the person in the proper performance of functions attaching to the person's professional capacity, or the person's business relationship with the directors or the company.

When determining whether a person is a shadow director, regard should be had to a variety of factors including whether:

- (a) there is a causal connection between the instruction or the wish of the person and the directors acting on it, though it is not sufficient if the act that was specified in the instruction is something the directors would do irrespective of the instruction;
- (b) there is "habitual compliance over a period of time"; and
- (c) the directors collectively are accustomed to act on the person's instructions or wishes.

ARE OBSERVERS SHADOW DIRECTORS?

In the course of the 12 month Observership Program, Observers are not appointed to act as directors of the companies or bodies that they are paired with.

Given that an Observer has no voting rights and only attends board or committee meetings to observe the workings of a Board as a learning experience, it is unlikely that an Observer will be found to be acting as a director of the partnership, company or body.

Additionally, the word accustomed implies that there must be a pattern of conforming to the wishes of the person, rather than a single instance.

Given that the extent of the Observer's relationship with the Board will be confined to a 12 month period, it would appear unlikely that the Observer would be able to exert a pattern of influence such that the directors who are formally appointed to the Board would be in the habit of complying with the wishes of the Observer. Accordingly, we have received legal advice stating that in the absence of any additional facts, an Observer would not be considered to be a shadow director and thereby exposed to any liability that follows from being a director under the Act.

OUR GOVERNANCE

The Observership Program is a company limited by guarantee with an independent board and is registered with the Australian Charities and not-for-profits Commission (ACNC).

BOARD DIRECTORS: Jonathan Gavshon (Founder and Chair), Alison Deans, Conor Foley (2017 Observer), Peter Joseph AM, Suzie Riddell, Dennis Goldner AM and Joseph Skrzynski AO.

David Gonski AC and Jillian Segal AO are the Program Patrons.

The board of The Observership Program hosts observers each year.



David Gonski AC, Observership Program Patron

CONTACT US

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PHOTOGRAPHERS: Giselle Haber: 2017 Program Launch | Cendrine Baxter: 2017 Melbourne Program Launch | Salona Chithiray: 2018 and 2019 Melbourne Program Launch | Nico Keenan

“As an Wailwan and Kamilaroi man concerned about the need for Indigenous representation in the board room of our organisations, the Observership program gave me the foundational knowledge I need to be comfortable stepping up into these much needed roles. It's been as beneficial to me as it has been to our organisations. I implore our future leaders and community organisations to use this valuable program and secure the future of Indigenous organisations run by our communities, for our communities.”

Blayne Welsh, 2018 Observer, appointed to Ilbjerri Theatre Board following his Observership

“The Observership Program has been a fantastic experience. A big part of why I'm at PwC is the opportunity to have a larger impact on the community and being offered the opportunity to participate in The Observership Program provided me with the launch pad into future director roles within the not-for-profit sector to not only provide a contribution to the community in an area I'm passionate about but also to broaden my professional network. Being on the board has given me a different perspective on leading a company and allowed me to put myself in the shoes of a director to understand what their thinking. This has made conversations with clients more interesting and valuable for both sides.”

Mark Valerio, 2015 Observer. Board Director, Association of Children's Welfare Agencies (ACWA)

