

Mediator Accreditation Handbook

Incorporating The Australian
Mediator and Dispute Resolution
Accreditation Standards

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Mediator Accreditation Handbook

Incorporating The Australian Mediator and Dispute Resolution Accreditation Standards

Version 1 – effective 1 July 2025 (as approved by the Queensland Law Society Council on 6 February 2025)

1. Introduction

The Queensland Law Society Incorporated (**the Society**) is a member of the Australian Mediator and Dispute Resolution Accreditation Standards Board Limited (ABN 11 145 829 812), a public company limited by guarantee (**AMDRAS Board**). The AMDRAS Board was formerly known as the Mediator Standards Board Limited.

The purpose of the AMDRAS Board is to advance and enhance the integrity and consistency of mediation and dispute resolution services and training in Australia for the public interest. It seeks to do this through a national system for the training, accreditation, practice standards and registration of mediators and dispute resolution practitioners set out in The Australian Mediator and Dispute Resolution Accreditation Standards (**the Standards**). The Standards replace the National Mediator Accreditation System (**NMAS**).

The Standards provide a system to ensure transparency, quality, consistency and accountability in the professional practice of accredited mediators. Through the Standards, the AMDRAS Board and the Society as a member of the AMDRAS Board and a Recognised Accreditation Provider seek to advance the professional status of mediators accredited under the Standards.

This Handbook supplements the Standards. It is not intended to exhaustively set out the various requirements and obligations in the Standards. The purpose of this Handbook is to provide an overview of the accreditation process and, in particular, the role of the Society (its Council, committees and staff) in accrediting and re-accrediting mediators and implementing the Standards.

To the extent of any inconsistency between the Handbook and the Standards (and any guidelines or protocols published under the Standards), the Standards (and any guidelines or protocols) take precedence.

2. Benefits of accreditation

Becoming a mediator accredited by the Society under the Standards (**QLS accredited mediator**) allows members of the public to be confident that QLS accredited mediators:

- have been assessed as competent in conducting a mediation process;
- as solicitors and full members of the Society, have additional professional and ethical obligations and skills, including:
 - being required to comply with the *Australian Solicitors Conduct Rules 2023*;
 - ensuring they do not have a conflict of interest;
 - like all solicitors, are experienced in dealing with clients by balancing legal rights with commercial realities;
- have maintained accreditation according to the practice and education requirements under the Standards satisfactory to the Society to maintain competence in conducting the mediation process;
- are covered by professional indemnity insurance.

QLS accredited mediators are listed on the AMDRAS Board's [National Register](#).

The Society also provides QLS accredited mediators with resources and support, including a sample Mediation Agreement and sample Alternative Dispute Resolution brochure. Its Dispute Resolution Committee reviews developments in dispute resolution and issues facing dispute resolution practitioners and users (as well as supporting the Society's functions under the Standards as set out in this Handbook).

3. Roles and authority

3.1. The Society

- 3.1.1. As a member of the AMDRAS Board, the Society is a Recognised Accreditation Provider (**RAP**) under the Standards¹ and is authorised to grant accreditation to its members under the Training and Accreditation Framework in the Standards. As a RAP, the Society administers the Standards in respect of mediators it has accredited.
- 3.1.2. The Society acts through its Council and its committees and staff to whom it has delegated powers (including as set out in this Handbook).

3.2. The Committee

- 3.2.1. The Dispute Resolution Committee of the Society (**Committee**) oversees and administers the Standards to support the Society's functions and obligations in the Standards. The Committee has a general jurisdiction in respect of the matters addressed in this Handbook, and has the powers and performs the functions delegated to it by the Society in this Handbook. This primarily includes:
 - (a) considering and deciding discretionary applications:
 - (i) to recognise alternative pathways to accreditation;
 - (ii) for adjusted renewal requirements;
 - (iii) to waive the registration fee payable;
 - (iv) to approve a leave of absence;
 - (v) to grant or renew a non-practising certificate;
 - (b) taking action for breaches of the Standards, by making decisions to suspend, cancel or impose conditions on accreditation;
 - (c) considering and deciding applications to remove conditions imposed on accreditation, and to reinstate accreditation.
- 3.2.2. The Committee otherwise assists, advises and reports to Council about matters relating to the Society's administration of the Standards and as otherwise required by Council.
- 3.2.3. In addition to its role and responsibilities in this Handbook, the Committee has the functions conferred by, and is governed by, the Policy Committee Charter.² This Handbook is intended to supplement, not displace, the Policy Committee Charter. Where this Handbook does not specifically address matters that are addressed by the Policy Committee Charter, the Policy Committee Charter continues to apply.

¹ Also referred to, more generally, as a Recognised Provider.

² See Appendix.

- 3.2.4. A Policy Solicitor provides secretarial support to the Committee as set out in the Policy Committee Charter. The Society has delegated to the Policy Solicitor its powers and functions as set out in this Handbook, primarily to:
- (a) liaise with applicants or Registered Practitioners regarding applications and action to be considered and decided by the Committee, including requesting further information or particulars to assist the Committee in carrying out its functions;
 - (b) where necessary, investigate and make recommendations about applications and action to be considered and decided by the Committee in this Handbook.

3.3. Records Team

- 3.3.1. The Records and Member Services team of the Society (**Records Team**) is the first point-of-contact for applicants and Registered Practitioners in respect of accreditation, compliance with the Standards (including for re-accreditation) and discretionary applications under the Standards.
- 3.3.2. The Society has delegated to the Records Team its powers and functions as set out in this Handbook in respect of:
- (a) receiving and assessing applications for accreditation and re-accreditation;
 - (b) referring, as necessary, applications for accreditation and re-accreditation to the Committee;
 - (c) referring other applications or complaints to the Committee;
 - (d) notifying applicants or Registered Practitioners of decisions made by the Committee.

4. Requirements for accreditation

4.1. General requirements

- 4.1.1. To be accredited by the Society under the Standards, the applicant must:
- (a) be a current, full member of the Society [clause 41 Standards] and hold a current practising certificate;
 - (b) in the Society's opinion:
 - (i) be of good character;
 - (ii) possess personal qualities and experience appropriate to conducting mediations or other dispute resolution processes independently, competently and professionally;
 - (c) have the qualifications required under the Standards for the level of accreditation being applied for;
 - (d) be covered by professional indemnity insurance commensurate with their level of accreditation under the Standards (or have statutory immunity from liability) [clause 43];
 - (e) pay the registration fee for listing on the National Register [clause 40 Standards].
- 4.1.2. The Standards recognised three levels of accreditation:
- (a) Accredited Mediator;
 - (b) Advanced Mediator; and
 - (c) Leading Mediator.

- 4.1.3. Each person accredited under the Standards is also more generally referred to as a **Registered Practitioner**.
- 4.1.4. Additionally, a Registered Practitioner may also be accredited as a Specialist Dispute Resolution Practitioner.
- 4.1.5. All applications for accreditation must be made to the Society's Records Team in the prescribed form available on the Society's website [clause 37 Standards].
- 4.1.6. Records Team members must assess and decide such applications, except applications that require decisions under:
 - (a) Part 4, Division 8 Standards;
 - (b) Clause 50(c) Standards,which they will refer to the Committee.
- 4.1.7. The Records Team will notify the applicant of the outcome of their application.

4.2. Character references and disclosures [clause 38(b)(c) Standards]

- 4.2.1. The applicant must either:
 - (a) provide to the Records Team written references from two members of the applicant's community who:
 - (i) have known the applicant for at least three years; and
 - (ii) attest to the applicant's good character;
 - or
 - (b) satisfy the Records Team that the applicant has already satisfied this requirement under comparable accreditation standards [clause 38(b)(ii) Standards]. If the applicant currently holds a practising certificate issued by the Society, the Records Team will be satisfied of this requirement, subject to the applicant's complying with their obligations as a holder of a practising certificate under the *Legal Profession Act 2007* (Qld) (including giving notice of conviction for certain offences, being charged with a serious offence, or the happening of a show cause event).
- 4.2.2. The applicant must disclose any:
 - (a) disqualification from any type of professional practice;
 - (b) unspent criminal convictions;
 - (c) impairment that could influence their capacity to discharge their obligations in a competent, honest and professional manner;
 - (d) refusal of accreditation or its renewal;
 - (e) suspension or cancellation of accreditation.

4.3. Qualifications: Accredited Mediator [clause 14 Standards]

- 4.3.1. To qualify as an Accredited Mediator, a person must have:
 - (a) completed either:
 - (i) the Certificate of Training; or
 - (ii) an alternative pathway under Part 4 Division 8 of the Standards;and
 - (b) within the previous six months [clause 39(a) Standards], completed either:
 - (i) the Certificate of Assessment; or
 - (ii) an alternative pathway under Part 4 Division 8 of the Standards.

Certificate of Training [Part 4 Division 5 Standards]

- 4.3.2. An applicant must complete a recognised course in compliance with Part 4 Division 5 of the Standards that provides the foundational knowledge and skills framework for dispute resolution practice.
- 4.3.3. The Society does not provide this training but recognises Certificates of Training provided by Registered Training Providers under the Standards on completion of such a course.

Certificate of Assessment [Part 4 Division 6 Standards]

- 4.3.4. Within 12 months of completing a Certificate of Training, an applicant must apply to enrol for a Certificate of Assessment.
- 4.3.5. The Certificate of Assessment certifies that the person has passed assessment in compliance with Part 4 Division 6 of the Standards, which is required to apply for accreditation by the Society under the Standards.
- 4.3.6. The Society does not administer this assessment but recognises Certificates of Assessment provided by Recognised Providers under the Standards on completion of such a course.

NMAS to AMDRAS Transition Rules

- 4.3.7. A person who has completed training under the NMAS Approval Standards after 1 July 2024 is entitled to complete, within six months of completing that training, assessment either under NMAS or the Standards.
- 4.3.8. A person who has completed training and assessment under the NMAS Approval Standards after 1 July 2024 is entitled to apply, within six months of completing the assessment, to become a Registered Practitioner under either NMAS or the Standards.

Alternative pathways [Part 4 Division 8 Standards, clause 35 Standards]

- 4.3.9. Where the requirements under Part 4 Divisions 5, 6 and 7 of the Standards have not been met by an applicant, the applicant may request that the Society (via the Records Team) certify they have satisfied the requirements by an alternative pathway based on the applicant's prior learning and experience.
- 4.3.10. The Records Team will refer such requests to the Committee.
- 4.3.11. The Committee must issue the Certificate of Training, Certificate of Assessment or Practicum Certificate if it considers:
 - (a) the applicant has satisfied the alternative pathway requirement;
 - (b) the applicant has passed any further assessment it considered necessary having regard to the standard requirements under Part 4 Divisions 5, 6 and 7.
- 4.3.12. In making its decision, the Committee will follow any guidelines or protocols about appropriate alternative pathways published by the AMDRAS Board.

4.4. Qualifications: Advanced Mediator [clause 15 Standards]

- 4.4.1. To qualify as an Advanced Mediator, a person must:
 - (a) be an Accredited Mediator;

- (b) have been an Accredited Mediator for at least the previous four years;
- (c) have completed 150 hours of practice hours during the previous four years;
- (d) within the previous 12 months, either:
 - (i) obtained a Practicum Certificate from a Registered Training Provider following completing a Practicum Certificate course in compliance with Part 4 Division 7 of the Standards that focuses on practical skills and self-reflection [clause 39(b) Standards]; or
 - (ii) have met the requirements of an alternative pathway under Part 4 Division 8 of the Standards.³

4.5. Qualifications: Leading Mediator [clause 16 Standards]

4.5.1. To qualify as a Leading Mediator, a person must:

- (a) be an Advanced Mediator;
- (b) have six years' experience and 250 practice hours' experience as an Advanced Mediator;
- (c) Either:
 - (i) commit to provide mentoring, coaching and related services to Registered Practitioners as part of their ongoing Continuing Professional Development; or
 - (ii) be recognised by the AMDRAS Board as an Honorary Leading Mediator (AMDRAS).

4.6. Qualifications: Specialist Dispute Resolution Practitioner [clause 17 Standards]

4.6.1. To qualify as a Specialist Dispute Resolution Practitioner, a person must:

- (a) be an Accredited Mediator, Advanced Mediator or Leading Mediator;
- (b) have met the AMDRAS Board's criteria for specialist accreditation.⁴

5. Requirements for re-accreditation

5.1. Overview

5.1.1. All mediators accredited by the Society must renew their accreditation every two years.

5.1.2. To qualify for renewal of accreditation, the Registered Practitioner must:

- (a) within the previous two years, have met the practice and Continuing Professional Development (CPD) requirements for their level of accreditation;
- (b) be a current, full member of the Society [clause 41 Standards] and hold a current practising certificate;
- (c) be covered by professional indemnity insurance commensurate with their level of accreditation under the Standards (or have statutory immunity from liability) [clause 43 Standards];
- (d) pay the registration fee for listing on the National Register [clause 50 Standards].

³ See clauses 4.3.9 to 4.3.12 in this Handbook.

⁴ The AMDRAS Board is yet to publish its criteria for specialist accreditation.

- 5.1.3. Practice includes:
- (a) up to five hours of intake and preparatory work to set up the dispute resolution process;
 - (b) up to five hours of observing a more experienced practitioner.
- 5.1.4. All applications for renewal of accreditation must be made to the Society's Records Team during the Society's annual renewals process or in the prescribed form available on the Society's website.
- 5.1.5. Records Team members must assess and decide such applications, except applications that require decisions under:
- (a) Clause 48;
 - (b) Clause 50(c);
 - (c) Clause 51.1,
- which they will refer to the Committee (via the Policy Solicitor).
- 5.1.6. The Records Team will notify the Registered Practitioner of the outcome of their application.
- 5.1.7. If:
- (a) accreditation is not renewed [clause 44(b) Standards];
 - (b) the Registered Practitioner no longer holds:
 - (i) full membership of the Society;
 - (ii) a current practising certificate; or
 - (c) the Registered Practitioner is no longer covered by professional indemnity insurance (or no longer entitled to statutory immunity from liability),
- then the Registered Practitioner's accreditation automatically lapses.

5.2. Accredited Mediator [clauses 46(c)(i) and 47 Standards]

- 5.2.1. For renewal, an Accredited Mediator must have, in the previous two years:
- (a) conducted at least 20 hours of dispute resolution-related practice (for example, as a mediator, co-mediator, or third party dispute resolver);
 - (b) completed 25 hours of CPD in compliance with clause 47 of the Standards.

5.3. Advanced Mediator [clauses 46(c)(ii) and 47 Standards]

- 5.3.1. For renewal, an Advanced Mediator must have, in the previous two years:
- (a) conducted at least 40 hours of dispute resolution-related practice (for example, as a mediator, co-mediator, or third party dispute resolver);
 - (b) completed 25 hours of CPD in compliance with clause 47 of the Standards.

5.4. Leading Mediator [clauses 46(c)(iii) and 47 Standards]

- 5.4.1. For renewal, a Leading Mediator must have, in the previous two years:
- (a) conducted at least 40 hours of dispute resolution-related practice (for example, as a mediator, co-mediator, or third party dispute resolver);
 - (b) completed 25 hours of CPD in compliance with clause 47 of the Standards.

- 5.4.2. Leading Mediators with 25 or more years of practice as a registered practitioner must have, in the previous two years:
- (a) conducted at least 20 hours of dispute resolution-related practice (for example, as a mediator, co-mediator, or third party dispute resolver);
 - (b) completed 12.5 hours of CPD in compliance with clause 47 of the Standards.

5.5. Where renewal requirements not met [clause 48 Standards]

- 5.5.1. If a Registered Practitioner has not met their practice or CPD requirements, they may apply to the Society (via the Records Team) to adjust the renewal requirements commensurate with their level of accreditation and particular circumstances.
- 5.5.2. An application for adjusted renewal requirements must include at least one of the following circumstances, which occurred during the relevant renewal period:
- (a) lack of work opportunities;
 - (b) health or career circumstances;
 - (c) residence in a non-urban area;
 - (d) other barriers, including socio-cultural, accessibility or inclusion;
 - (e) parental leave;
 - (f) leave due to family circumstances;
 - (g) another matter considered relevant.
- 5.5.3. Any application for adjusted renewal requirements should include the Registered Practitioner's record of practice hours and CPD hours. [clause 46(b) Standards]
- 5.5.4. The Records Team must refer an application for adjusted renewal requirements to the Committee to assess and decide the application.
- 5.5.5. The Committee may adjust the renewal requirements for the relevant renewal period on any conditions it considers appropriate, including (without limitation):
- (a) reducing practice hours (but requiring no less than 10 hours);
 - (b) changing the required content or duration of CPD;
 - (c) requiring supplementary training, coaching or assessment.
- 5.5.6. The adjusted renewal requirements must be complied with within two months of re-accreditation, otherwise the accreditation lapses.
- 5.5.7. The Records Team will notify the Registered Practitioner of the outcome of their application.
- 5.5.8. The Society cannot adjust a practitioner's renewal requirements for more than two consequential renewal periods [clause 48(e) Standards].

6. Waiver of fees [clause 50(c) Standards]

- 6.1.1. An applicant for accreditation or renewal of accreditation can apply to the Society (via the Records Team) for waiver of the registration fee payable.

- 6.1.2. The Records Team must refer an application for waiver of the registration fee to the Committee to assess and decide the application.
- 6.1.3. If the Committee approves the waiver, the waiver must then be approved by the Society's Chief Executive Officer (**CEO**). Subject to approval by the Committee and CEO, the Policy Solicitor must seek the AMDRAS Board's approval.
- 6.1.4. The Records Team will notify the applicant of the outcome of the Society's consideration of the application and the decision of the AMDRAS Board.

7. Leave of absence [clause 51.1 Standards]

7.1. For any period of time

- 7.1.1. A Registered Practitioner may apply to the Society (via the Records Team) for a leave of absence for health, career or other reasons.
- 7.1.2. The Records Team must refer an application for a leave of absence to the Committee to assess and decide the application.
- 7.1.3. An application for a leave of absence must provide evidence of the circumstances and period of leave sought.
- 7.1.4. Having regard to the circumstances disclosed in the application, the Committee may:
 - (a) grant the application:
 - (i) with or without conditions;
 - (ii) backdated up to two months' prior to the application being made;
or
 - (b) refuse the application.

7.2. For more than 12 months: non-practising certificate

Note: this section applies to mediator accreditation under the Standards, not to practising certificates issued by the Society under the Legal Profession Act 2007 (Qld).

- 7.2.1. A Registered Practitioner applying for a leave of absence of more than 12 months may apply instead for a non-practising certificate.
- 7.2.2. A non-practising certificate can be granted for up to a two-year period.
- 7.2.3. Registered Practitioners can apply to renew non-practising certificates every two years.

8. Action on accreditation

8.1. Suspending, cancelling and imposing conditions on accreditation [clause 53 Standards]

- 8.1.1. If the Society is of the opinion that a Registered Practitioner has breached their obligations under the Standards, it may:
 - (a) cancel the Registered Practitioner's accreditation, and specify any conditions the Registered Practitioner must satisfy before seeking reinstatement of accreditation;
 - (b) suspend the Registered Practitioner's accreditation, and specify any conditions the Registered Practitioner must satisfy before seeking reinstatement of accreditation; or
 - (c) impose conditions on the Registered Practitioner's continued accreditation.
- 8.1.2. If the Policy Solicitor believes a ground exists to cancel, suspend or impose conditions on a Registered Practitioner's accreditation, they must:
 - (a) advise the Registered Practitioner in writing of those grounds and the proposed action;
 - (b) invite the Registered Practitioner to make written representations to the Committee about the grounds and proposed action.
- 8.1.3. If, after considering all written representations, the Committee still believes a ground exists to cancel, suspend or impose conditions on the Registered Practitioner's accreditation, the Committee must consider and decide whether to take the proposed action, or any less onerous action, on the Registered Practitioner's accreditation.
- 8.1.4. If the Committee decides to take action on the Registered Practitioner's accreditation, it must provide the Registered Practitioner with written reasons for its decision.⁵
- 8.1.5. The Policy Solicitor will notify the Registered Practitioner of the Committee's decision and provide written reasons of the decision once available.
- 8.1.6. If action is taken by the Society to cancel, suspend or impose conditions on a Registered Practitioner's accreditation, the Registered Practitioner can seek accreditation through a different RAP only with the AMDRAS Board's approval.

8.2. Application to remove conditions [clause 56 Standards]

- 8.2.1. If the Society imposes conditions on a Registered Practitioner's accreditation under clause 53 of the Standards,⁶ the Registered Practitioner may apply once in any 12-month period to have the conditions removed.
- 8.2.2. The application must be made to the Records Team, which will refer the application to the Committee.

⁵ See section 10.4 in this Handbook.

⁶ See section 8.1 in this Handbook.

- 8.2.3. The Committee must assess and decide the application. It may, on terms it considers appropriate:
 - (a) remove any conditions;
 - (b) vary any conditions; or
 - (c) decline to remove or vary any conditions.
- 8.2.4. The Records Team will notify the applicant of the outcome of their application.

9. Reinstatement of accreditation [clause 57 Standards]

9.1. Application

- 9.1.1. A person may apply to the Society (via the Records Team) for reinstatement of accreditation:
 - (a) after a leave of absence;
 - (b) if their accreditation has been suspended or cancelled; or
 - (c) if their accreditation has otherwise lapsed.
- 9.1.2. The Records Team must refer an application for reinstatement to the Committee to assess and decide the application.
- 9.1.3. An application for reinstatement must include:
 - (a) the date from which the applicant was first granted accreditation under the Standards (or its predecessor);
 - (b) the relevant dates of:
 - (i) the leave of absence;
 - (ii) suspension or cancellation; or
 - (iii) when the applicant's accreditation lapsed;
 - (c) if applicable, a statement from the relevant RAP of the reasons for suspension or cancellation; and
 - (d) evidence that the applicant satisfies, at the time of application:
 - (i) the requirements for renewal of accreditation;
 - (ii) any conditions imposed on their leave of absence, suspension or cancellation; and
 - (iii) hours of practice completed in the relevant period, if any.

9.2. Decision

- 9.2.1. The Committee may:
 - (a) grant the application for reinstatement;⁷
 - (b) deny the application for reinstatement;
 - (c) require the applicant to take other steps to satisfy the Committee of the matters in clause 9.1.3(d), including:
 - (i) if an applicant has not met the relevant CPD requirements for the previous two-year period, they must undertake any supplementary practical training, coaching or assessment required by the Committee to address the shortfall.

⁷ An application for reinstatement of accreditation can only be granted once in every four-year period: clause 57.5 Standards.

9.2.2. The Records Team will notify the applicant of the outcome of their application.

9.3. Other matters

9.3.1. If the Committee requires the applicant to take further steps to satisfy the Committee of the matters in clause 9.1.3(d), the applicant may re-apply for reinstatement under this clause.

9.3.2. Reinstatement of accreditation takes effect from and including the date on which the Records Team notifies the applicant that they have satisfied the Committee's requirements.⁸

10. Decision-making principles

10.1. Application

10.1.1. This section applies to the Committee's decision-making under the Standards under:

- (a) Part 4, Division 8 (Alternative pathways, clauses 4.3.9–4.3.12 in this Handbook);
- (b) Clause 48 (Adjusted renewal requirements, section 5.5 in this Handbook);
- (c) Clause 50(c) (Waiver of fees, section 6 in this Handbook);
- (d) Clause 51.1 (Leave of absence, section 7 in this Handbook);
- (e) to the extent not inconsistent with section 8.1 of this Handbook, clause 53 (Suspending, cancelling and imposing conditions on accreditation, section 8.1 in this Handbook);
- (f) Clause 56 (Removing conditions, section 8.2 in this Handbook);
- (g) Clause 57 (Reinstatement, section 9 in this Handbook).

10.2. Before decision

10.2.1. The Policy Solicitor will liaise with the applicant or Registered Practitioner as necessary to obtain from the applicant or Registered Practitioner any relevant information and documents for the Committee's consideration. This may include:

- (a) reviewing the application, information and documents received from the applicant or Registered Practitioner;
- (b) corresponding further with the applicant or Registered Practitioner about any other information and documents necessary or appropriate to include in their application; and
- (c) anything else necessary or appropriate to obtain all information that is credible, relevant and significant upon which the Committee might rely in its decision.

10.2.2. The Policy Solicitor must collate all information and documents that are credible, relevant and significant upon which the Committee might rely in its decision (**the collated material**).

10.2.3. The Policy Solicitor must provide to the Committee for its consideration:

- (a) all relevant information and documents, including the collated material;

⁸ See clause 10.3.11 of this Handbook.

- (b) if 10.2.4 applies, any recommendation made and any written response from the applicant or Registered Practitioner.
- 10.2.4. If the Policy Solicitor makes any recommendation to the Committee about the decision to be made—and specifically any adverse information or adverse inferences invited to be drawn by the Committee—the Policy Solicitor must:
 - (a) provide copies of the collated material to the applicant or Registered Practitioner;
 - (b) advise the applicant or Registered Practitioner of their recommendation;
 - (c) give the applicant or Registered Practitioner at least 14 calendar days to provide any written response to the collated material and recommendation.

10.3. Deliberation and decision

- 10.3.1. The Committee must:
 - (a) exercise care and diligence in discharging its delegated powers and functions in this Handbook and not act recklessly or dishonestly;
 - (b) make decisions fairly, impartially and in good faith.
- 10.3.2. Committee members must declare any actual, potential or perceived conflicts of interest and such declarations must be managed in accordance with section 11 of the Policy Committee Charter.
- 10.3.3. The Committee must consider all material provided to it, including the Standards (and any guidelines or protocols).
- 10.3.4. If a recommendation is made to the Committee about the decision, it can consider the recommendation but must give genuine and appropriate consideration to all material before it and make its decision independently (including absent personal interest); the Committee is not bound by the recommendation.
- 10.3.5. The Committee must have regard to any written response and other submissions made by the applicant or Registered Practitioner within the timeframe required, or otherwise (out of time) at its absolute discretion.
- 10.3.6. If, because of the declaration and management of a conflict of interest, a Committee member is not present for considering and deciding a matter but there would be a quorum if the member were present, the remaining members present are a quorum for considering or deciding the matter so long as there remain at least two members.
- 10.3.7. Each matter must be decided by a majority of votes of Committee members present or participating.⁹
- 10.3.8. In the event of equal votes, the Chair of the Committee (or whomever is presiding over the meeting in accordance with section 8 of the Policy Committee Charter), may exercise a second or casting vote.

⁹ Clause 10.1 of the Policy Committee Charter.

- 10.3.9. The Committee may make decisions via flying minute where:
- (a) the Policy Solicitor (or other Society staff) emails the Committee members giving notice of an application for consideration and determination by the Committee; and
 - (b) the number of Committee members constituting a quorum at the time of the notice submit a vote by email.
- 10.3.10. The Committee's decision takes effect when it is notified to the applicant or Registered Practitioner.¹⁰
- 10.3.11. Unless the contrary is proven, if a decision is:
- (a) sent by email, the decision is taken to be notified on the day the email reaches the recipient's email server;
 - (b) sent by post, the decision is taken to be notified on the day seven days after posting;
 - (c) personally delivered, the decision is taken to be notified on the day of delivery.

10.4. Reasons

- 10.4.1. Reasons for the Committee's decision may be requested within 14 days of the applicant or Registered Practitioner being notified of the decision.
- 10.4.2. The reasons for decision must briefly state:
- (a) findings on material questions of fact;
 - (b) material on which those findings were based;
 - (c) reasons for the decision;
 - (d) rights of review, including timeframes to apply for review.

10.5. Other matters

- 10.5.1. The Society, its committees and staff must maintain confidentiality about all matters relating to its administration of the Standards, including applications made to it, action taken on accreditation, the Committee's deliberations and decisions, and any feedback or complaints.
- 10.5.2. Guests who may from time-to-time be invited to Committee meetings in accordance with section 15 of the Policy Committee Charter must not attend any deliberations and decision required to be made by the Committee under this Handbook.
- 10.5.3. The Society, its committees and staff can do other things or take other steps as are from time-to-time necessary and incidental to the powers and functions in this Handbook for the administration of the Standards.

¹⁰ See clause 10.3.11 of this Handbook.

11. Rights of review

11.1. Internal review

- 11.1.1. An applicant or Registered Practitioner who is aggrieved by any decision made pursuant to this Handbook by a Records Team member may apply to the Committee for review.
- 11.1.2. An application for review must be made in writing to the Committee (via the Records Team) within 14 days of being notified of the decision or being given reasons for the decision, whichever is the later.
- 11.1.3. In an application for review, the Committee will consider the original decision afresh and will make its decision on the papers.
- 11.1.4. An application for review must:
 - (a) include written submissions addressing the parts of the Standards relevant to the original decision;
 - (b) be accompanied by documentary evidence or any other material sought to be relied upon, whether required by the Standards, this Handbook or otherwise.
- 11.1.5. Sections 10.2 to 10.5 in this Handbook apply to the Committee's decision-making under this clause.
- 11.1.6. Decisions made by the Committee (including by way of internal review) are final and subject only to external review.

11.2. External review

- 11.2.1. An applicant or Registered Practitioner may apply for review of any decision made pursuant to this Handbook by the Committee.
- 11.2.2. An application for review must be made in writing to the Committee (via the Records Team) within 14 days of being notified of the Committee's decision or being given reasons for the decision, whichever is the later.
- 11.2.3. Once made, the Policy Solicitor on behalf of the Committee will refer the application for review as a complaint to the AMDRAS Board under clause 81 of the Standards.
- 11.2.4. Where the AMDRAS Board considers it appropriate and reasonable in the circumstances, it may uphold, set aside or vary any decision made by the Society.
- 11.2.5. The Society's procedure for referring external reviews to the AMDRAS Board in this section does not limit complaints that an applicant or Registered Practitioner may make independently and directly to the AMDRAS Board under clause 81 of the Standards.

12. Feedback and complaints

12.1. About Registered Practitioners

- 12.1.1. The Society is committed to handling all complaints fairly, effectively and efficiently.
- 12.1.2. Registered Practitioners accredited by the Society must abide by the Standards, including the AMDRAS Code of Ethics, as well as their obligations as members of the Society, solicitors practising in Queensland and officers of the Court.
- 12.1.3. The Society encourages any feedback or complaints to first be submitted directly to the Registered Practitioner. The Registered Practitioner must provide written confirmation of the complaint and its resolution (if resolved) to the Society (via the Records Team).
- 12.1.4. If a complaint has not been resolved following directly engaging with the Registered Practitioner, the complainant can forward their complaint to the Committee via the Records Team. The Committee will consider whether to:
 - (a) refer the complaint to the Policy Solicitor to consider taking action to cancel, suspend or impose conditions on the Registered Practitioner's accreditation under clause 53 of the Standards;¹¹
 - (b) refer the complaint to the General Manager, Regulation, in respect of the conduct of the Registered Practitioner as a solicitor holding a practising certificate in Queensland and/or as a member of the Society;
 - (c) attempt to resolve the complaint by some other means.
- 12.1.5. Alternatively, the complainant can make a complaint directly to the Legal Services Commissioner in respect of the conduct of the Registered Practitioner as a lawyer admitted to practice in Queensland.
- 12.1.6. If the complainant is dissatisfied with the handling of a complaint by the Registered Practitioner or the Society, they can refer their complaint directly to the AMDRAS Board [clause 81 Standards].

12.2. About the Society as an accrediting body

- 12.2.1. All officers, Committee members and staff of the Society are subject to its Code of Conduct.¹²
- 12.2.2. The Society encourages any feedback or complaints to first be submitted directly to the Chair or Deputy Chair of the Committee (via the Records Team) or relevant staff member.
- 12.2.3. If a complaint has not been resolved following directly engaging with the Committee or relevant staff member, the complainant can request their complaint be forwarded to (as appropriate):
 - (a) Director, Advocacy and Legal Policy;
 - (b) General Manager, Regulation; or
 - (c) Chief Executive Officer.

¹¹ See section 8.1 in this Handbook.

¹² Published on the Society's website (www.qls.com.au).

- 12.2.4. The Society is committed to handling all complaints fairly, effectively and efficiently. In addressing any complaint, the Society will apply the Code of Conduct and its other policies and procedures as may be in place from time-to-time.
- 12.2.5.** If the complainant is dissatisfied with the handling of a complaint by the Society, they can refer their complaint directly to the AMDRAS Board [clause 81 Standards].

13. Appendix: Policy Committee Charter (as at 16 February 2023)

Policy Committee

Charter

February 2023

Policy Committee Charter

As approved by the Queensland Law Society Council on 16 February 2023.

1. Application of Charter

- 1.1. This charter applies to all Queensland Law Society policy committees established by Council, and to the members of those committees.

2. Role

- 2.1. Policy committees enhance the reputation of the Society and contribute to its leadership of the legal profession by advocating for good law and supporting good lawyers.
- 2.2. Policy committees provide expert advice and develop policy positions, guidance and submissions for reform on areas of legal practice on behalf of the Society.

3. Responsibilities

- 3.1. Policy committees contribute to the achievement of the Society's vision, purpose and strategy by:
 - 3.1.1. assisting and providing expert advice to Council on legal policy and practice issues within their areas of expertise;
 - 3.1.2. developing policy submissions to government and other organisations on behalf of the Society, commenting on policy/legislative initiatives and reports by government and relevant authorities;
 - 3.1.3. proactively identifying and drawing attention to law and justice issues in particular areas of practice and seeking appropriate action or legislative amendments;
 - 3.1.4. providing a forum for identification and consideration of practical problems being experienced by members in common areas of practice;
 - 3.1.5. developing awareness-raising initiatives in relation to legislative reform and practical problems experienced by members;
 - 3.1.6. where appropriate, initiating and developing resources, including publications and training, to support best practice in certain areas of legal practice;
 - 3.1.7. recommending to Council that certain preventive strategies or management systems be recommended to firms and practitioners to address any practical problems being faced by members;
 - 3.1.8. recommending to Council that discussions be conducted with government, government agency, court or other stakeholders to resolve practical problems experienced by members; and
 - 3.1.9. setting an annual work program of proactive advocacy and activities the committee aims to achieve by the end of the calendar year.

4. Authority

- 4.1. Policy committees operate under the direction and authority of Council and the president.
- 4.2. Policy committees are given authority to make recommendations to Council on law reform and policy matters including:
 - 4.2.1. identifying, researching and assessing current law reform issues of relevance to the Queensland legal profession and the community; and
 - 4.2.2. preparing drafts of correspondence, policy positions, legislative amendments, articles, publications and training materials for consideration by the president or Council (or, in the case of articles for *Proctor*, the Proctor Editor).
- 4.3. In researching and assessing legal policy and practice matters, policy committees may liaise with relevant stakeholders on behalf of the Society (in accordance with paragraphs 13.2 and 13.3 below).
- 4.4. Policy committees and their members have no authority to communicate or publicise a position, recommendation, opinion or view of the Society – see paragraphs 12 and 13 below.
- 4.5. Policy committee members must not represent their own views as the views of their committee or the Society.
- 4.6. Policy committees have no authority to commit resources of the Society to projects or initiatives. Any requests for resources additional to the committee's allocated policy solicitor should be made through the policy solicitor and will be determined by the Society having regard to cost, available resources and strategic benefit.

5. Composition

- 5.1. Policy committees will consist of no more than 20 members.
- 5.2. The role of a committee member is set out in **Attachment 1**.
- 5.3. Committee members are appointed by Council.
- 5.4. In the interests of Committee renewal and refreshment, Committee Chairs are expected to review membership and contribution of members regularly and undertake succession planning at least twice each year. If a Committee member has served more than 6 years, consideration should be given as to whether their position on the Committee should be the subject of review.
- 5.5. Members of the committee must hold full, associate or honorary membership of the Society. Council will give preference to full members and is unlikely to appoint more than the following number of associate or honorary members as members of a policy committee:
 - 5.5.1. if the committee has up to 10 members – one; and
 - 5.5.2. if the committee has more than 10 members – two.Council may in its discretion, make appointments which exceed the limits on associate and honorary members in paragraph 5.5.1 and 5.5.2 on the chair's recommendation, taking into account the circumstances of a particular committee.
- 5.6. Membership of a committee is automatically terminated if a person ceases to be a member of the Society.

- 5.7. When considering prospective members for policy committees, Council should take into account the following:
- 5.7.1. whether the prospective members' experience and qualifications would benefit the particular committee in discharging its role;
 - 5.7.2. whether granting membership to the prospective member would assist the Society in delivering overall a policy committee demographic that reflects the Society's membership demographics; and
 - 5.7.3. whether the prospective member has previously served on a committee for the Society, and the prospective member's conduct in that role.
- 5.8. In consultation with the relevant policy solicitor, the chair of a committee will consider changing the membership of the committee if:
- 5.8.1. a position on the committee falls vacant;
 - 5.8.2. the balance or expertise required of the committee calls for changes; or
 - 5.8.3. expressions of interest in joining the committee are received.
- 5.9. In consultation with the relevant policy solicitor, the chair must consider whether expressions of interest should be called for to identify prospective candidates.
- 5.10. The chair is responsible for considering expressions of interest and making a recommendation to Council regarding appointment, after consultation with the committee members and the relevant policy solicitor.
- 5.11. If a committee member is the subject of a legal professional disciplinary or criminal charge, then that member must stand down from the committee pending resolution of the matter. Membership of a committee is automatically terminated if a person is found guilty of a charge of unsatisfactory professional conduct or professional misconduct.
- 5.12. A committee member may resign from the committee at any time upon written notice to the chair or president.
- 5.13. A committee member who fails to attend any meetings of the committee during a calendar year, without a leave of absence granted by the chair, shall be taken to have resigned from the committee.
- 5.14. If:
- 5.14.1. a committee member is absent for three consecutive meetings without a leave of absence being granted by the chair; or
 - 5.14.2. the chair, upon resolution of the committee, determines that the member is otherwise regarded as not being an effective member,
- then the chair must recommend to the Council that the committee member's membership of the committee be terminated.
- 5.15. Membership of a committee may be terminated by Council if Council considers that a committee member has failed to discharge his or her duties under, or acted inconsistently with, the role of a committee member as detailed in **Attachment 1** (including breaching confidentiality of committee discussions) or otherwise brought the Society or the committee into disrepute.

6. Sub-Committees

- 6.1. The Committee (lead committee) may establish Sub-Committees with members from one or more policy committees to assist in the discharge of its duties.
- 6.2. The lead committee will appoint:
 - 6.2.1. a Chair to Chair the Sub-Committee meetings; and
 - 6.2.2. Sub-Committee members to constitute the Sub-Committee.
- 6.3. The role, responsibilities and authority of the Sub-Committee will be set out in the minutes of the lead committee meeting or as otherwise set out in writing.
- 6.4. Sub-committee members will be appointed by the lead committee and will regularly report to the lead committee.
- 6.5. The Sub-Committee will meet as often as necessary to discharge its duties.
- 6.6. The Sub-Committee will keep a record of Sub-Committees meetings convened and work undertaken in the discharge of its duties.
- 6.7. It is the discretion of the Chair of the lead committee, in consultation with the relevant policy solicitor, to retire any Sub-Committee of the lead committee.
- 6.8. In consultation with the relevant policy solicitor(s), a committee may from time to time establish an ad hoc advisory group, for no more than 6 months, to consider and address discrete issues. An advisory group may comprise members from one or more policy committees and will be discharged on completion of the work required to address the issues under consideration.

7. Chair and deputy chair

- 7.1. The chair will be appointed by Council on recommendation of the committee.
- 7.2. The chair will be appointed from the existing members of the committee, unless the Council is satisfied that there are extenuating circumstances which justify the appointment of a chair from outside of the committee.
- 7.3. In considering the appointment of a chair, Council should have regard to:
 - 7.3.1. the expertise of the candidate in the committee's area of law;
 - 7.3.2. the personal leadership qualities of the candidate;
 - 7.3.3. the performance of the candidate during his or her time on the committee; and
 - 7.3.4. any submissions made by the committee in support of the recommendation.
- 7.4. The chair will be responsible for leading and managing the committee in carrying out its responsibilities. Further detail on the role of the chair is in **Attachment 2**.
- 7.5. The committee shall appoint a deputy chair to assist the chair as needed and to chair meetings where the chair of the committee is not present.
- 7.6. The term of a chair and a deputy chair is two years. A committee member may not be chair or deputy chair for a period greater than six consecutive years without the approval of Council.
- 7.7. The chair and deputy chair of the committee must be full members of the Society.
- 7.8. A chair or deputy chair can be removed from the position by Council if Council is satisfied that the chair or deputy chair has failed to discharge his or her duties under, or acted inconsistently with, the role of a chair or deputy chair as detailed in **Attachment 2**, or otherwise brought the Society or the committee into disrepute.

8. Meetings

- 8.1. Policy committees, apart from consulting committees, will meet at least four times per year. Committees may also meet additionally if both the chair and policy solicitor consider it necessary.
- 8.2. Policy committee papers are provided to committee members, wherever possible, seven working days prior to the relevant meeting.
- 8.3. It is the Society's policy to encourage the participation of committee members in meetings by appropriate means, including by facilitating and encouraging attendance by phone or electronic or digital means where attendance in person is not possible or inconvenient.
- 8.4. The minimum quorum for a committee meeting is four members.
- 8.5. Councillors, staff members of the Society and invited guests may attend and speak at a committee meeting.
- 8.6. Should the chair of the committee be absent from a meeting, the deputy chair (if appointed) will act as chair. If there is no deputy chair, the members of the committee present at the meeting have authority to choose one of their number to be chair for the particular meeting.

9. Consulting Committees

- 9.1. Upon considering the past and anticipated future activity of a policy committee, Council may by resolution establish a policy committee to be a consulting committee.
- 9.2. Consulting committees are not required to meet on a minimum number of occasions per year. Consulting committees may meet additionally if both the chair and policy solicitor consider it necessary.
- 9.3. All aspects of this Charter, apart from paragraph 7.1, apply to consulting committees in the same way as other policy committees.
- 9.4. Council may by resolution establish a consulting committee to be an ordinary policy committee.

10. Voting

- 10.1. Any matters requiring decision will be decided by a majority of votes of members present or participating.

11. Conflicts of interest

- 11.1. If a policy committee member has a personal interest, or a direct or indirect financial interest, in an issue being considered or about to be considered by the committee and the interest could conflict with the proper performance of the member's duties about the consideration of the issue, the member must disclose the nature of the interest to a committee meeting.
- 11.2. Unless the chair otherwise directs, the interested member must not be present when the committee considers the issue or take part in a decision of the committee about the issue.
- 11.3. The interested member must not be present when the committee is considering whether to excuse them from committee discussions on the issue.
- 11.4. Any disclosure of a conflict of interest must be recorded in the minutes of the meeting.

12. Confidentiality

- 12.1. All policy committee members and invited guests are expected to observe strict rules of confidentiality with respect to committee business. They must be conscious that from time to time:
 - 12.1.1. they may be asked to consider and comment on highly sensitive documents released to the Society by government and other authorities;
 - 12.1.2. they may be asked to consider draft policy proposals intended for debate within the committee which should not be presumed to reflect approved Society policy;
 - 12.1.3. they may have before them information which may affect the reputation and livelihood of practitioners and other members of the community.
- 12.2. Any breach of confidentiality could materially affect individuals, damage the trust which exists between the Society and a number of institutions and organisations, or create false impressions about Society policy.
- 12.3. It is the responsibility of all committee members and invited guests to maintain the security of committee papers and to treat as confidential any information received through their involvement with the committee. Failure to maintain appropriate confidentiality of Society information and committee discussions may result in termination of committee membership pursuant to paragraph 5.15.
- 12.4. Unauthorised disclosure of personal information held by the Society relating to the administration of the *Legal Profession Act 2007* may breach **section 705 of the Legal Profession Act 2007**, which is an offence subject to a maximum penalty of 200 penalty units
- 12.5. Committee chairs are encouraged to consider the confidentiality of any discussion or matter at the end of each meeting.
- 12.6. The confidentiality obligations in this paragraph do not restrict the committee undertaking stakeholder liaison as contemplated in the “stakeholder liaison” clauses of this Charter. It is acknowledged that consultation and engagement with other Society policy committees, the Law Council of Australia, other State law societies and relevant stakeholders will be necessary and appropriate for the purposes of gathering information and developing sound policy positions. If consultation involves confidential information, the consultation must be conducted on the basis that the consulted organisation acknowledges and respects the confidential nature of the discussion. Confidential information referred to in paragraph 11.1 must not be shared outside of the Society without the approval of the President.

13. Media

- 13.1. The president, or a person nominated by the president, is the primary spokesperson for the Society.
- 13.2. In line with the Society’s media policy, no member of the committee should speak to the media or make any comment on behalf of the Society without specific approval of the president.

14. Stakeholder liaison

- 14.1. The president must approve any correspondence or communication that contains a position, recommendation, opinion or view of the Society. Such correspondence or communication must be sent out under the president's hand.
- 14.2. The chair, or committee members approved by the committee, may liaise with stakeholders on behalf of the committee provided they have the committee and policy solicitor's knowledge and approval.
- 14.3. Any stakeholder liaison by committee members in that capacity must be conducted in accordance with the Society's core values of respect, integrity and service.
- 14.4. Any stakeholder liaison undertaken on behalf of the committee must be reported back to the committee at its next meeting.

15. Guests

- 15.1. A policy committee, through the chair, may invite guests to attend committee meetings to bring relevant perspectives and expertise on matters under consideration.
- 15.2. Guests do not have an automatic right of access to the committee's papers (which includes agendas and minutes). Access to the committee's papers is at the discretion of the policy solicitor, in consultation with the chair.
- 15.3. Guests (including the Society staff) have no voting rights at meetings.
- 15.4. Councillors may attend any committee meeting and have access to the committee's papers, on request to the policy solicitor.

16. Secretariat duties

- 16.1. The Society will provide a policy solicitor who will assist the chair by organising the venue for the meeting, producing the notice of meeting, agenda and papers, and taking and circulating the minutes of the meeting.
- 16.2. The chair and policy solicitor, in consultation with committee members, will settle by the first meeting of the calendar year:
 - 16.2.1. an annual calendar for the committee; and
 - 16.2.2. an annual work program of proactive advocacy and activities the committee aims to achieve by the end of the calendar year.

17. Minutes

- 17.1. Minutes must be prepared, reviewed by the chair and circulated to committee members as soon as possible and not later than two weeks after the meeting. The minutes must be approved by the chair and ratified by the members present at the meeting.

18. Access to advice

- 18.1. Policy committees and their members have no authority or delegation to seek advice or engage experts on behalf of the committee or the Society.
- 18.2. If, in pursuit of its Council-approved objectives, a policy committee wishes to obtain advice from experts outside of the committee, it may make a request to the policy solicitor to obtain such advice.
- 18.3. The request must be in writing and explain the need for the advice. The Society will consider the request and determine whether or not it will take action on the request.
- 18.4. Whether or not the request is accepted is at the sole and unfettered discretion of the Society.

19. Reporting to Council

- 19.1. The Society's policy team will prepare and provide periodic summary reports to Council on the annual work program of all of the Society's policy committees.

20. Reviews

- 20.1. The committee will perform an annual evaluation of its performance. The review may be conducted as a self-assessment and will be coordinated by the chair. The assessment may seek input from any person and will consider the committee's compliance with this charter and any aspects of this charter that are recommended for review by Council.
- 20.2. Council will evaluate the performance of the committee as appropriate.
- 20.3. Council may review the policy committee charter at any time.

Your role as a committee member

Overview

The position of member of a committee is a voluntary and honorary role which brings necessary skills, knowledge and effort to support the committee in fulfilling its role.

A committee member occupies a position of trust, confidence and influence within the committee and the Society. It is important that members conduct themselves in a manner that will maintain and enhance that trust, confidence and influence.

The Society's three core values underpin the performance of your role as a committee member. These are:

1. respect;
2. integrity; and
3. service.

Respect

Demonstrating respect in carrying out the activities as a committee member involves valuing people and acknowledging their contributions. It involves:

1. being polite and courteous in all actions;
2. treating committee members, Society staff, stakeholders and others with dignity; and
3. valuing the contributions, opinions and diversity that other members, guests and stakeholders bring to the committee's work.

Integrity

In your role with the committee you have a responsibility to demonstrate integrity by being honest and fair in all your actions. This includes:

1. being accountable to the committee and to the Society for your actions as a committee member;
2. being honest and fair in your dealings with the committee, the Society, other Society members and stakeholders; and
3. following through with your promises in a timely manner.

Service

By performing your role as a committee member, you are providing a valuable service to the Society, the profession and the public. In your role you must work together with the committee to anticipate needs, exceed expectations and honour commitments. You should:

1. actively listen and respond to member and stakeholder concerns;
2. play your part to ensure meetings and tasks are undertaken efficiently and with respect for others' time commitments; and
3. look for new ways to do things better and work with the Society to continually improve the operation of the committee.

Other obligations

1. You must be scrupulous in your use of confidential information and ensure that privacy principles are maintained.
2. You must disclose any potential conflict of interest.
3. Your decision making must be fair and consistent, based on all relevant information and honest, open and impartial.
4. Harassment, discrimination and bullying are unacceptable from any committee member or anyone involved with the Society. The duties under the *Work Health and Safety Act 2011* apply to all committee members in the conduct of their roles.
5. When using the Society's premises or facilities, you must ensure that you comply with all rules, directions and procedures including those relating to security and work health and safety which are in effect at those premises or in regard to those facilities.
6. You must act professionally at all times in the performance of committee duties, exercising skill, care and diligence.

Committee members should:	Committee members should not:
Attend meetings (in person or via technology) wherever possible	Consider meeting attendance optional
If unavailable to attend, provide a written apology to the meeting organiser two clear business days prior to the meeting	Be a 'no show'
Review all relevant materials and papers in advance of the meeting	Turn up unprepared
Provide thoughtful and timely input	Ignore emails circulated between meetings
Work toward fulfilling the Committee and Society's objectives	Run their own agenda
Carry out tasks assigned by the chair	Commit to contributing and then not follow through
Respect the role of the president and CEO as primary public spokespeople for the Society	Represent personal views as the views of the Society
Focus on the Society's best interests	Pursue personal, stakeholder or firm interests

Your role as committee chair

The chair of the committee will be appointed by Council. The chair's role is to lead the committee in fulfilling its role and complying with its charter.

Responsibilities

1. Accept and support the committee charter.
2. Manage the committee for outcomes not attendance
3. Plan meetings and agendas in collaboration with the Society's staff member assigned to support the committee (committee secretary/policy solicitor).
4. Attend all meetings and maintain awareness of committee work between meetings.
5. Ensure meetings are efficiently and effectively administered to achieve committee objectives.
6. Manage membership of the committee with an emphasis on:
 - a. including as many interested Society members as possible and managing for renewal and refreshment of membership;
 - b. promoting participation of regional, rural and remote practitioners and diversity of experience and background;
 - c. engaging with early career practitioners to support their development into the future leaders of the profession;
 - d. maintain a skills matrix for members of the committee and actively recruit to ensure a spread of expertise
 - e. facilitating the regular introduction of new ideas; and
 - f. considering candidates':
 - i. willingness and desire to contribute to the work of the committee;
 - ii. recognised standing and expertise in the profession; and
 - iii. recognised contribution to the profession.
7. Maintain records of committee work with the assistance of the Society's staff member assigned to support the committee (committee secretary/policy solicitor).
8. Facilitate committee members' active participation and decision-making.
9. Resolve committee member issues and complaints wherever possible.
10. Ensure that the committee reports to Council in accordance with the charter.
11. Lead self-assessment of committee performance.
12. Encourage the committee to appoint a deputy chair and ensure the deputy chair supports and supplements the chair as necessary.
13. Plan for your successor and transfer the knowledge, experience and relationships held in the role of chair.
14. Recommend potential new members to Council.

Tips for meetings

1. Begin on time.
2. At the commencement of each meeting, quickly complete the following administrative tasks:
 - a. confirm the attendees (whether in person or via teleconference) and the apologies;
 - b. ask the committee to review and confirm the minutes of the previous meeting, or agree on any changes to be made before they are confirmed;
 - c. ask committee members if there are any material interests to be declared relating to any of the agenda items.
3. Do not pass out a lot of new material during the meeting. People will not have time to read it, and it distracts from good discussion.
4. Focus on the resolutions required of the meeting, ensure that all participants have adequate time to contribute, listen carefully to all contributions, and obtain agreement on decisions taken and future plans.
5. Remind committee members and guests of their confidentiality obligations at the end of the meeting.
6. Close the meeting on time.

Using teleconferencing or video conferencing

1. As the chair, call on the people on the telephone or videoconference to express a view on each agenda item: "Sarah, what do you think about this?"
2. Do not allow side conversations. Ask members to speak one at a time.
3. If using teleconferencing, ask members to say who they are before they make their point.
4. Make sure those calling or linking in have access to all of the materials being referred to at the meeting.

A chair is encouraged to:	A chair should not:
Value all members	Be the person who talks most at the meetings
Enable everyone to voice their view	Allow one or two people to dominate meetings
Strive for consensus	Make all the decisions
Encourage new Committee membership	Exclude any member from discussions
Ensure discussions are targeted to achieving a resolution or outcome	Allow meetings to become unproductive
Welcome new members	Make people feel uncomfortable
Allow others to take responsibility	Coerce members to contribute to discussions
Keep calm	Lose his/her temper
Take the lead in submission work, if necessary	Be afraid to delegate matters to appropriate members
Be responsive to the Society's staff to resolve issues in a timely way	Assume the Society's staff will do all the work