

Module 1 Credit Unions in Perspective

- Section 1: Introduction
Section 2: The history and context for credit unions
Section 3: The current situation in Britain
Section 4: The future of credit unions in Britain
Section 5: An introduction to the structure of credit unions

Appendices:

- Code of Credit Union Ethics
- A-Z of Credit Union organisations
- Facts and figures about the British credit union movement
- Research summary from 'Towards sustainable credit union development'

The objectives of this module are:

- To develop an appreciation of the unique social and financial contribution that credit unions can make in today's society
 - To understand that the directors of the credit unions system are agents for change and development
 - To appreciate the place of credit unions within Britain's financial industry, past and present
 - To understand the factors inhibiting the growth of credit unions in Britain
 - To understand the structure of credit unions and the duties of board members, officers and committees.
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Module 2 Roles and Responsibilities of Directors

- Section 1: Introduction
Section 2: The role of the credit union board
Section 3: Corporate governance
Section 4: The role of staff and board / management teamwork
Section 5: Organisation and structure of the board

Appendices:

- Planning
- Techniques for decision-making
- Duties of the President at meetings
- Recording minutes
- Committee Terms of Reference

The objectives of this module are:

- To examine the role and responsibility of the Board of Directors in relation to the laws governing credit unions
 - To examine the Board of Directors accountability and responsibility in relation to the organisation and management of credit unions
 - To examine the relationship between management and board responsibilities in the three component areas of people, money and development
 - To explore the link between planning and board roles, responsibilities and relationships
 - To introduce the organisational structure and composition of the Board
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Module 3 Legal Responsibilities and Legislative Environment

- Section 1: Introduction

- Section 2: Legislative environment
- Section 3: Credit union legislation
- Section 4: Law – rules, policy and procedures
- Section 5: The legal duty of credit union directors

Appendices:

- Summary of ABCUL's response to HM Treasury Consultation paper of November 1998
- References

The objectives of this module are:

To make credit union directors familiar with the legal environment that exists in Britain and the legal responsibilities of a director. This module is not legal advice, but a survey of the legal environment. Upon completing this module participants will:

- Be aware of the legal framework within which they operate
 - Know where to find the legal requirements governing directors
 - Be able to understand and operate within these legal requirements
 - Know when to seek legal advice
 - Recognise the circumstances that create liability for a director
 - Know how to protect themselves against liability
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Module 4 Financial Management and Analysis

- Section 1: Introduction
- Section 2: People, money and development
- Section 3: Financial Statements
- Section 4: Financial Objectives
- Section 5: Ratio Analysis
- Section 6: Financial Goals
- Section 7: Financial Reporting

Appendices:

- Glossary of Financial Terms
- Sample Balance Sheets and Monthly Reports

The objectives of this module are:

- Demonstrate the relationship between financial management and long term objectives that directors must establish in the money area
 - Identify the financial reports that are used to develop the credit union
 - Explain the purpose of the financial reports
 - Demonstrate how management can use financial ratios as a planning and evaluation tool
 - Establish accountability for achieving the goals set out in the plans
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Module 5 Leadership

- Section 1: Introduction
- Section 2: The history and context for credit unions
- Section 3: The current situation in Britain
- Section 4: The future of credit unions in Britain
- Section 5: An introduction to the structure of credit unions

Appendices:

- Leadership questionnaire
 - Other Sources of information & useful contacts & Bibliography
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- Web addresses

The objectives of this module are:

- Recognise leadership as a fundamental responsibility of all board members
 - Personalise the idea of leadership in terms of what a leader does
 - Identify the director's role in exercising leadership on the board, with the membership and with employees
 - Identify steps the board can take to exercise leadership within the credit union system and within the community
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Module 6 Strategic Planning

- Section 1: Introduction
- Section 2: Planning and Its Benefits
- Section 3: Key Considerations in Planning
- Section 4: The Planning Process
- Section 5: Case Study: Newford Community Credit Union

Appendices:

- From Vision to Action
- Guidelines for a Board Planning Meeting

The objectives of this module are:

- Describe the link between visioning, goal-setting and decision-making
 - Describe the role of strategic planning as part of the total strategic management cycle
 - Explain the role of the board in the planning process
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Module 7 Risk Management

- Section 1: Introduction
- Section 2: What is Risk Management?
- Section 3: Identifying Risk
- Section 4: Measuring Risk
- Section 5: Controlling Risk
- Section 6: Monitoring Risk
- Section 7: Disaster Recovery
- Section 8: Summary & Conclusions

Appendices:

- How to deal with a Robbery
- Sample Fraud and Dishonesty Policy Statement

The objectives of this module are:

- Demonstrate how Boards and management can minimise the impact of risk on their Credit union
 - Explain the purpose of risk management
 - Establish accountability for risk management
 - Demonstrate the methods that Boards and management can use to identify the risks that Credit unions face
 - Explain the tools that Boards and management can use to control and manage risks
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Module 8 Board Development and Performance Evaluation

- Section 1: Objectives of the module – Introductory exercise
- Section 2: Evaluating the board
- Section 3: Performance Issues
- Section 4: Board composition
- Section 5: Board training needs analysis

Appendices:

- Director Self Evaluation form
- Board Self Evaluation form
- Board Meeting Evaluation Form
- Development Options

The objectives of this module are:

- Understand the importance of, and the responsibility for the development of directors and the board as a group. To understand how this impacts on the credit union's performance
 - Recognise the direct link between performance evaluation and board development
 - Identify measures of individual directors' performance and the board's team performance as a team in setting up and meeting the objectives of the credit union
 - Consider the individual skills and personal attributes required for a credit union director and the mix of directors that is needed to make an effective board. Explore how a credit union can recruit new directors
 - Assess the board's training needs and plan an appropriate development programme based on these needs and past performance of the board
 - Diagnose performance problems and take appropriate action when performance problems occur
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Module 9 Human Resources

- Section 1: Introduction
- Section 2: The Wider Context
- Section 3: Hiring a Credit Union Manager
- Section 4: The Interview & Selection Process
- Section 5: Induction, Performance Management, Supervision, Appraisal & Staff Development,
- Section 6: Performance Problems / Termination
- Section 7: Hiring Consultants
- Section 8: Succession and Transition Planning
- Section 9: Summary of Module

Appendices:

- Index of Human Resource Policies
- Terminology - Glossary
- Recruitment Action Plan
- Quick Guide to Employment Legislation - summary of key legislation
- Other Sources of information & useful contacts - Web addresses - Bibliography
- Model Contract of Employment
- Model Job Description and Person Spec
- Model Questions

The objectives of this module are:

- To describe and discuss areas of human resource management and administration that should be monitored by the board to ensure that credit union practices comply with legal requirements

- To ensure that the manager and/or senior staff have addressed these issues in the credit union's policies and planning
 - To enable Directors of credit unions to foster a supportive environment for staff that encourages high levels of productivity, efficiency, and member service
 - To understand mechanisms for recruiting, compensating and evaluating the general manager of your credit union
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Module 10 Credit and Credit Control

- Section 1: Introduction
- Section 2: History & Philosophy of Credit Unions & Credit
- Section 3: The Credit Committee
- Section 4: Loans – Laws, Rules and Policies
- Section 5: Managing the Loan Portfolio
- Section 6: The Loan Decision
- Section 7: Credit Control
- Section 8: Consumer Protection Laws

Appendices:

- Segregation of roles and responsibilities
- Administration of the Credit Committee
- Credit Committee Internal Controls Checklist
- Loan Application and Loan Agreement Forms
- Loan Interview
- Credit Control Letters
- Loan Policies
- Credit Committee Guidelines
- Sample loan policies of new credit unions

The objectives of this module are:

- Explain the purpose of the credit committee
 - Describe the relationship between the members, the board of directors, staff and the credit committee
 - Understand the legal framework within which the credit union is able to operate its loan policy
 - Be aware of the need to pro-actively manage the credit union's loan portfolio
 - Understanding the risks attendant upon granting credit
 - List the four C's of credit granting and explain the use of each in credit granting
 - Operate an effective credit control procedure
 - Understand the impact of ineffective credit control procedures on a credit union
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Module 11 Supervisory

- Section 1: Introduction
- Section 2: The Supervisory Committee
- Section 3: Audit and Verification Standards
- Section 4: Responsibilities of the Supervisory Committee
- Section 5: Internal Controls
- Section 6: Employing an Internal Auditor
- Section 7: Steps to Complete an Audit

Appendices:

- ABCUL Model Rule book extract
 - Terms of Reference for a Supervisory Committee
 - Annual Internal Audit Plan
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- Auditing Cash
- Auditing Loans
- Verification of Members Accounts

The objectives of this module are:

- To understand the purpose and structure of the supervisory committee
 - To examine the roles and responsibility of members of the supervisory committee
 - To understand the relationship between the supervisory committee and the Board of Directors, the credit committee, management and staff, and the members of the credit union
 - To provide guidance, tools and checklists to enable supervisory committees to carry out their roles competently and effectively
 - To enable supervisory committees to design internal audit plans appropriate to the size and complexity of their own credit union
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Module 12 Financial Management and Analysis II

- Section 1: Introduction
- Section 2: Goals, Ratios and Budgets
- Section 3: Financial Reports
- Section 4: Asset & Liability Management
- Section 5: Pearls™ Monitoring System
- Section 6: Case Study
- Section 7: Summary of Module

Appendices:

- Glossary of Financial Terms

The objectives of this module are:

Participants should already have completed Module 4 Financial Management and Analysis before undertaking this module.

The objective of this module is to understand the Board's role in financial monitoring by analysing your Credit Union's financial position.

- Reviewing the Financial Reports, as discussed in Module 4
 - Examining your Credit Union's Management Reports and Financial Statements
 - Reviewing the key performance areas and trends of your Credit Union
 - Understanding, through a review of your Credit Union, the concept of Financial Goals and ratio comparison
 - Understanding the role of the Budget in Financial Analysis
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Module 13 Managing Meetings

- Section 1: Introduction
- Section 2: Introducing Meetings
- Section 3: The Chair
- Section 4: Before the Meeting
- Section 5: Starting the Meeting
- Section 6: Running the Meeting
- Section 7: After the Meeting

Appendices and Handouts

- A Simulated Board Meeting
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- Positions on the Board of Directors
- Monthly Board Meeting
- Monthly Financial Statement
- Credit Committee Report Form
- Supervisory Committee Report Form

The objectives of this module are:

Upon completion of this module you will be able to:

- List the steps necessary to prepare for meetings.
- Understand issues around the role of the Chair.
- Identify four important tasks that must be accomplished early in the meeting.
- Identify two key roles a meeting facilitator is required to play during a meeting.
- Name at least three strategies meeting facilitators use to handle disruptive participants in meetings.
- Identify five decision-making methods and appropriate times to use them.
- Identify three activities that are important in ending the meeting.
- Name three tasks that must be accomplished after the meeting is over.