Board Secretary Skills for Governance Professionals

23 – 27 August 2027
Vienna

AGILE LEADERS
Training Center

Board Secretary Skills for Governance Professionals

Ref: 103600604_78108 **Date:** 23 – 27 August 2027 **Location:** Vienna **Fees:** 5700 Euro

Overview

Modern corporate governance requires corporate secretaries and secretariat teams to act as vital governance advisers rather than simple recording clerks. This programme develops board secretary skills for governance professionals seeking to direct boardroom workflow, uphold compliance standards, and maintain clean governance records. Participants examine meeting planning protocols, conflict of interest declarations, resolution drafting, and action tracking systems. Through realistic secretariat exercises and board pack analyses, attendees build the operational discipline needed to support directors and committee chairs effectively. This course is delivered by Agile Leaders Training Center.

Who Should Attend

- Board secretaries, corporate secretaries, and company secretaries managing board administration.
- Assistant company secretaries and governance officers supporting committee operations.
- Board secretariat team members and executive secretaries coordinating director packs.
- Legal counsel and compliance managers advising boards on formal meeting procedures.
- Executive assistants supporting chief executive officers, chairpersons, and board committees.

Departments and Industries

This programme benefits secretarial and compliance practitioners across regulated, public, and private corporate environments.

- Board Secretariat and Corporate Governance Offices
- Legal Affairs and Regulatory Compliance Units
- Executive Offices and Chairperson Support Teams
- Financial Institutions, Insurance Providers, and Regulated Utilities
- Public Sector Authorities, State-Owned Enterprises, and Healthcare Bodies

Learning Objectives

By the end of this course, participants will be able to:

- Explain the governance responsibilities of the board secretary within modern board structures.
- Construct structured annual board calendars, meeting agendas, and timely board packs.
- Manage meeting procedural requirements, including quorum verification and conflict declarations.
- Draft precise board minutes, formal resolutions, ratifications, and action logs.
- Maintain statutory registers, committee records, and document retention archives.
- Apply structured problem-solving models, including the 5 Whys and Pareto analysis, to governance challenges.

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Course Agenda

Day 1: The Board Secretary as a Governance Professional

- Modern Board Secretary Role in Corporate Governance Structures
- Responsibilities Across Company, Corporate, and Executive Secretary Portfolios
- The Secretariat as an Information Bridge Between Boards and Management
- Governance Frameworks, Board Committees, and Delegations of Authority
- Ethical Boundaries, Confidentiality, Independence, and Professional Discretion
- Core Governance Charters, Committee Terms of Reference, and Secretarial Mandates

Day 2: Board Preparation, Agendas, and Board Papers

- Annual Board Calendar Design and Forward Planning Schedules
- Meeting Notice Issuance, Agenda Formulation, and Board Pack Distribution
- Board Paper Quality Control for Decision Readiness and Executive Clarity
- Balancing Strategic, Operational, Risk, and Compliance Agenda Items
- Chair Briefing Notes, Matters Arising Reviews, and Action Item Follow-up
- Board Portal Management, Secure Document Transmission, and Information Security

Day 3: Managing Board Meetings and Governance Decisions

- In-Meeting Chair Support and Procedure Coordination
- Quorum Checks, Attendance Tracking, Apologies, and Meeting Legality
- Conflict of Interest Disclosures, Material Declarations, and Member Recusals
- Classifying Board Decisions: Approvals, Noting, Ratifications, and Resolutions
- Managing External Advisers, Guest Presenters, and In-Camera Executive Sessions
- Boardroom Diplomacy, Emotional Intelligence, and Constructive Communication

Day 4: Minutes, Resolutions, Records, and Registers

- Core Principles of Defensible Board Minute Drafting
- Documenting Key Discussion Points, Material Rationale, and Approved Actions
- Precision Minute Phrasing: Received, Noted, Recommended, Resolved, and Ratified
- Circulation, Director Review, Revision Handling, and Chairperson Signing Procedures
- Statutory Register Maintenance, Committee Record Keeping, and Action Tracking
- Confidential Record Management, Document Retention Periods, and Discovery Readiness

Day 5: Board Compliance, Effectiveness, and Strategic Governance Support

- Board Compliance Oversight through Structured Secretariat Checklists
- Supporting Annual Board Evaluations and Governance Maturity Plans
- Secretariat Contribution to Risk Oversight, Assurance, and Ethical Conduct
- Director Induction Programmes, Nominations Support, and Continuing Professional Development
- Root Cause Analysis of Governance Deficiencies Using 5 Whys and Ishikawa Tools
- Applying Structured Thinking Frameworks and Six Thinking Hats to Board Decisions

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Course Toolbox

- Annual Board Calendar Template
- Board Meeting Agenda and Notice Templates
- Board Pack Quality Review Checklist
- Conflict of Interest Declaration Register
- Board Minute Structure Guide and Resolution Drafting Templates
- Board Action Item Log and Matters Arising Tracker

Frequently Asked Questions

What specific qualifications or prerequisites are needed for participants before enrolling in the course?

No formal qualification is required. Basic familiarity with corporate governance, executive support, board administration, legal affairs, compliance, or secretarial duties is helpful.

How long is each day's session, and is there a total number of hours required for the entire course?

Each day's session is structured to run approximately 4 to 5 hours, including practical exercises and discussion breaks. The full course spans five days, totaling 20 to 25 instructional hours.

What is the difference between board minutes and a meeting transcript?

Board minutes are not a word-for-word transcript. They serve as an official legal record documenting formal decisions, key rationale, committee recommendations, approved resolutions, and assigned actions rather than a running dialogue of every statement.

Conclusion

This programme provides secretariat professionals with practical tools to elevate meeting execution, record governance actions with precision, and provide reliable procedural counsel to board members. Participants return with established protocols and templates to strengthen boardroom compliance, streamline information flow, and support sound decision-making.