*DIRECTORS’ SKILLS MATRIX*

*(acknowledging intelligencebank.com/boards)*

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| Skill | Requirements Overview | Importance |
| **Professional Director Skills (Board should comprise balance of skills)** | High/Medium/Low |
| **Risk & Compliance** | Identify key risks to the organisation related to each key area of operations. Ability to monitor risk and compliance and knowledge of legal and regulatory requirements. | High |
| **Financial & Audit** | Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets, oversee funding arrangements.  | High |
| **Organisational Ethics** | Clear understanding of the ethics of the organisation and the way in which it responds to internal or external stimulus.  | Medium |
| **Business Development / Diversification and Income Generation**  | Ability to identify opportunities to create long term value for the organisation, sustainability and growth and to minimise reliance on any one source of income. Experience in positioning the organisation for sustainability and growth. | High |
| **Strategy** | Ability to identify and critically assess strategic opportunities and threats to the organization. Develop strategies in context to our policies and business objectives. | High |
| **External Stakeholder Management** | Experience in high level stakeholder management and the ability to apply this to the association. | Medium |
| **Policy Development** | Ability to identify key issues for the organisation and develop appropriate policy parameters within which the organization should operate. | High |
| **Legal** | Ability to identify legal implications of activities and demonstrate a clear understanding of the impact of the wider legal environment upon the functioning of the organisation. | Medium |
| **Technology** | Knowledge of IT Governance including privacy, data management and security. | Medium |
| **Executive Management** | Experience in evaluating performance of senior management and oversee strategic human capital planning. Experience in industrial relations and organizational change management programmes. | Medium |
| **Industry Specific Skills** |
| **Knowledge of allied health** | Sound and broad knowledge of allied health, the environment in which it operates and the challenges it faces. | High |
| **Member engagement** | Clear understanding of the principles of member engagement and the ability to apply them to strategic direction | High |
| **Political Influence** | Strong understanding of the political environment with experience in exerting political influence and effective networking | High |
| **Interpersonal Skills *(all board members should have these skills)*** |
| **Leadership** |  Make decisions and take necessary actions in the best interest of the organisation and represent the organisation favourably. Analyse issues and contribute at board level to solutions. | High |
| **Ethics and Integrity** | Understand role as director and continue to self- educate on legal responsibility, ability to maintain board confidentiality and declare any conflicts. | High |
| **Contribution** | Ability to constructively contribute to board discussions and communicate effectively with management and other directors. | High |
| **Negotiation** | Possess excellent negotiation skills, with the ability to drive stakeholder support for board decisions.  | Medium |
| **Crisis Management** | Ability to constructively manage crises, provide leadership around solutions and contribute to communications strategy with stakeholders. | Medium |
| **Diversity & Other Aspects to Assess** |
| **Previous Board Experience** | Sound director experience and/or have completed formal training in governance and risk. | High |

**Rating Scale**:

4 Expert: Qualifications or training in field of specialization, years of working in this area.

3. A high level of skill with sound experience and some training in the area.

2. A medium level of skill which is operational experience and understanding.

1. A low level of skill – basic knowledge and no practical experience.

0. No knowledge or experience