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# Nominations Committee

**BOARD SKILLS MATRIX TEMPLATE**

**The following Board Skills Matrix is provided as a template only.**

This document and its content is provided as a guide to assist organisations develop a skills matrix for their Board. Your organisation should also consider any information, documents and strategies that might be specifically required for your sport and relevant to its circumstances, structure and function.

Vicsport reminds organisations that the information contained in this document is general in nature and recommends sporting organisations develop a Board skills matrix with due consideration, adapting this template as required for their specific circumstances and seeking legal advice as required.

**Further Information**

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*This resource is supported by the Victorian Government.*

# <INSERT ORGANISATION NAME>

# Board Skills Matrix

**INTRODUCTION**

This skills matrix is designed to ensure the <Insert Organisation Name> Board consists of individuals with a balance of skills to oversee the organisation, achieve the strategic goals, and direct the organisation’s future.

All Directors will be expected to possess the full set of personal attributes (outlined in Part B: Personal Attributes) in addition to sound professional knowledge and experience, and contribute to the collective industry skills set held by the Board.

**PRINCIPLES**

The <Insert Organisation Name> Board is a skills-based board comprising of Directors who collectively have the skills, knowledge and experience to effectively govern and direct the organisation. The skills and attributes of the Board can be broadly categorised as follows:

* Governance skills (skills directly relevant to performing the Board’s key functions);
* Industry skills (skills relevant to the sports industry, membership services or not-for-profit sector);
* Personal attributes or qualities that are considered desirable to be an effective Director.

The Board as a whole should also encompass desirable diversity in aspects such as gender, age and different perspectives.

**POLICY**

The skills, knowledge and experience required on the Board will change as the organisation evolves. In relation to each skill identified in this matrix, the Board will use this as a guide to ensure reasonable diversity and a broad range of skills are evident across the <Insert Organisation Name> Board.

The Board skills matrix comprises two parts:

* Part A
  + An assessment of governance and industry based skills which should be held collectively by the Board. Each skill area is accompanied by a description and a separate column for the Board to assess whether the skill is essential or desirable. As Directors are appointed or elected to the Board, their skill sets should be noted in the ‘Directors Strengths’ column. It is recommended that only the top 3 or 4 skills held by each Director should be mapped so that the Board can readily ascertain the Board’s collective skill strengths and gaps.
* Part B
  + A description of personal attributes that all the Directors of the Board are expected to possess.

Regular Board performance evaluations are designed to address Board skills and personal attributes of Directors.

The skill areas in the matrix will be regularly reviewed to ensure that the composition of skills on the Board remains aligned with <Insert Organisation Name> stage of development and strategic direction.

**LAST UPDATED:** <Insert Date>

**Part A – Collective Skills:**

*The following Skill Areas and related descriptions have been provided as an example to assist organisations developing a Skills Matrix for their Board. These may vary from one organisation to another and should be reviewed and adapted prior to any organisation utilising this template.*

| **Skill Area** | **Description** | **E (Essential)**  **D (Desirable)** | **Current Key Director Strengths**  <Insert director initials or identifying number in the columns below. Include additional columns as required> | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |  |  |
| Strategy and planning | Ability to think strategically; identify and critically assess strategic opportunities and threats. Develop effective strategies in the context of the strategic objectives of <Insert Organisation Name> relevant policies and priorities. | <Boards should identify if each skill area is Essential or Desirable for their organisation> |  |  |  |  |  |  |  |  |  |  |
| Policy Development | Ability to identify key issues and opportunities for <Insert Organisation Name> and develop appropriate policies to define the parameters within which the organisation should operate. |  |  |  |  |  |  |  |  |  |  |  |
| Governance, Risk and Compliance | Experience in the application of corporate governance principles in a commercial enterprise, not-for-profit enterprise or other regulated entity. |  |  |  |  |  |  |  |  |  |  |  |
| Ability to identify key risks to <Insert Organisation Name> in a wide range of areas including legal and regulatory compliance. |  |  |  |  |  |  |  |  |  |  |  |
| Experience in the appointment and evaluation of a CEO and senior executive managers |  |  |  |  |  |  |  |  |  |  |  |
| Financial Performance | |  | | --- | | Qualifications and experience in accounting and/or finance and the ability to:   * Analyse key financial statements; * Critically assess financial viability and performance; * Contribute to strategic financial planning; * Oversee budgets and the efficient use of resources; * Oversee funding arrangements and accountability | |  |  |  |  |  |  |  |  |  |  |  |
| Government Relations (policy & process) | Experience in managing government relations and industry advocacy strategies. |  |  |  |  |  |  |  |  |  |  |  |
| Marketing & Communications | Knowledge of and experience in marketing services to members and public promotion campaigns. |  |  |  |  |  |  |  |  |  |  |  |
| Experience in, or a thorough understanding of, communication with industry groups and/or end users through a range of relevant communication channels. |  |  |  |  |  |  |  |  |  |  |  |
| Member and stakeholder engagement | High level reputation and established networks in the Victorian sports industry, consumer or business groups, and the ability to effectively engage and communicate with key stakeholders. |  |  |  |  |  |  |  |  |  |  |  |
| Commercial Experience | A broad range of commercial/business experience, preferably in the small to medium enterprise context, in areas including communications, marketing, branding and business systems, practices and improvement. |  |  |  |  |  |  |  |  |  |  |  |
| Legal | Qualification and experience in legal practice with emphasis on:   * Sports Industry * Not-for-Profit Associations * Employment law * Health & Safety legislation |  |  |  |  |  |  |  |  |  |  |  |
| Geographic, Gender and cultural diversity | Geographic and cultural diversity on the board should be reflective of the diversity in the Victorian Sports Industry. |  |  |  |  |  |  |  |  |  |  |  |
| Equal gender representation should be sought for the board to reflect gender diversity of the Australian population. |  |  |  |  |  |  |  |  |  |  |  |
| Human Resource Management | Qualification and experience in human resource management with an understanding of:   * Sports Industry * Not-for-Profit Associations * Employment law |  |  |  |  |  |  |  |  |  |  |  |
| Information Technology / Digital Skills | Qualification and experience in IT and/or Digital industries with an ability apply new technology to the sporting and not-for-profit industries. |  |  |  |  |  |  |  |  |  |  |  |
| <Organisations should add, remove or adjust the skill sets outlined above as relevant to their circumstances.> | |  |  |  |  |  |  |  |  |  |  |  |

**Industry Skills (Membership Services & Sport):**

*The following Skill Areas and related descriptions have been provided as an example to assist organisations developing a Skills Matrix for their Board. These may vary from one organisation to another and should be reviewed and adapted prior to any organisation utilising this template.*

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Skill Area** | **Description** | **E (Essential)**  **D (Desirable)** | **Current Key Director Strengths**  <Insert director initials or identifying number in the columns below. Include additional columns as required> | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |
| Expertise in a National Sporting Organisation (NSO) or a State Sporting Association (SSA): | Experience as a Director or senior manager at an NSO or SSA. | <Boards should identify if each skill area is Essential or Desirable for their organisation> |  |  |  |  |  |  |  |  |  |  |
| Expertise in a Local Government Authority (LGA): | Experience as a Director or senior manager at an LGA. |  |  |  |  |  |  |  |  |  |  |  |
| Expertise in the Not-for-profit (NFP) sector: | Experience as a Director or senior manager in a NFP association. |  |  |  |  |  |  |  |  |  |  |  |
| <Organisations should add, remove or adjust each skill area as relevant to their organisation.> | |  |  |  |  |  |  |  |  |  |  |  |

**Part B: Personal Attributes**

*The following personal attributes for Directors of the Board are provided as an example to assist organisations developing a Skills Matrix for their Board. These may vary from one organisation to another and should be reviewed and adapted prior to any organisation utilising this template.*

|  |  |
| --- | --- |
| **Attributes** | **Description** |
| Integrity (ethics) | A commitment to:   * Understanding and fulfilling the duties and responsibilities of a Director, and maintaining knowledge in this regard through professional development; * Putting <Insert Organisation Name> interests before any personal interests; * Acting in a transparent manner and declaring any activities or conduct that might be a potential conflict; * Maintaining Board confidentiality at all times. |
| Effective Communicator | The ability to:   * Listen to, and constructively and appropriately debate, other people’s viewpoints; * Develop and deliver cogent arguments; * Communicate effectively with a broad range of stakeholders. |
| Constructive Questioner | The preparedness to ask questions and challenge <Insert Organisation Name> management and peer Directors in a constructive and appropriate way about key issues. |
| Contributor and team player | The ability to work as part of a team, and demonstrate the passion and time to make a genuine and active contribution to the <Insert Organisation Name> Board. |
| Commitment | A visible commitment to the purpose for which the Company has been established and operates, and its on-going success. |
| Influencer and negotiator | The ability to negotiate outcomes and influence others to agree with those outcomes, including an ability to gain stakeholder support for the Board’s decisions. |
| Critical and innovative thinker | The ability to critically analyse complex and detailed information, readily distil key issues, and develop innovative solutions to problems. |
| Leader | Innate leadership skills, including the ability to:   * Appropriately represent <Insert Organisation Name>; * Set appropriate Board and organisation culture; * Make and take responsibility for decisions and actions. |