**This guideline has been developed to assist directors of the <ORGANISATION> Board assess the desired skill sets required for an optimal Board at this point in time, and into the future based on the priorities of the <ORGANISATION> strategy.**

Having a board with diverse skills is critically important. Each person brings their own knowledge and expertise to the Board. A diverse range of skills and diversity characteristics will assist the Board govern all aspects of the organisation and achieve the strategic plan and vision.

Before completing the survey, all directors should consider the desired skill sets and competencies of the Board as a whole, if it is to achieve the goals outlined in the strategy.

Directors should not necessarily focus on the skill sets of current directors, but rather on what skills would constitute the best-case scenario in terms of the makeup of the Board

Each individual director should consider the skills below with a view to which skills the organisation should have at Board level in order to best progress its strategy.

Consider the most important eight skills that you believe the Board should have moving forward and rank them from 1 (Most important) to 8 (Least important).

This data can then be used to establish a skills and diversity audit and gap analysis of the current Board informing future Board recruitment and professional development.

Please contact Active Tasmania for more information on Board succession planning and skills and diversity audit processes and principles:

Active Tasmania

[info@active.tas.gov.au](mailto:info@active.tas.gov.au)

1800 252 476

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| **SKILL** | **DEFINITION** | **EXAMPLES** |
| **Ethics and Conduct** | Demonstrated good ethical and moral practices, and a team player | Experience in ethics and team development, negotiation skills and expertise working with groups. Well respected in the community |
| **Governance** | Contemporary governance experience as a director | A director of an incorporated organisation, or registered as a director of a company for a minimum of three years |
| **Child Safeguarding** | Experience and demonstrated success in implementing child safeguarding initiatives, policy and processes. | Coordination or oversight of child safeguarding policy development and/or implementation, including familiarity with Child and Youth Safe Organisations Framework, principles of child safety, the reportable conduct scheme and/or Working with Vulnerable People legislation and registration. |
| **Community Sport and Participation** | Sector wide sport and active recreation/participation expertise | Experience in preventative health and/or community engagement strategy, sports administration. |
| **<SPORT>** | Current or recent experience and/or formal qualifications in <sport> as an athlete, coach, official or administrator. | Club committee person, coach, event administrator, high performance athlete. |
| **Human Resources** | Current or recent experience in not for profit human resources leadership or administration or in generic management | Employment in the last three to five years in a managerial or not for profit administration role. Expertise in the areas of performance management, HR systems, policy and/or change management |
| **Finance** | Formal financial or accounting qualifications at tertiary level and experience in financial management in a sporting or NFP environment | Recognised accreditation or tertiary education in accounting or finance, or membership of CPA or industry experience |
| **Risk Management** | Experience and demonstrated success in risk management at board or management level and knowledge of and experience in managing risk | Participation in risk audit committees, demonstrated understanding and application of risk management principles and practices in employed or volunteer roles, development of risk policy. |
| **Strategy** | Experience and demonstrated success in the creation and implementation of strategy and strategic planning | Recent experience of developing and implementing a strategic plan using consultative processes |
| **Legal** | Formal legal qualifications at tertiary level and legal experience applicable to the sporting or NFP environment | Recognised degree or higher level education in law. In particular, a knowledge of, and interest in, constitutional law and/or sports law and industry experience |
| **Communications** | Communication/marketing qualifications or equivalent industry experience | Educational qualifications in communications or marketing, or relevant work experience in communication and/or communication systems |
| **Facilities and Infrastructure** | Experience and demonstrated success in developing and achieving significant facilities and infrastructure outcomes | Coordination or oversight of infrastructure projects and/or experience in local government planning in sport and recreation infrastructure |
| **Sponsorship & Corporate Sector** | Experience and demonstrated success in developing and achieving significant sponsorship outcomes | Coordination or oversight of sponsorship projects and/or partnerships, particularly between the not-for-profit and business sectors |
| **Media** | Experience and demonstrated success in media | Coordination or involvement with media and communications projects |
| **Technology** | Experience and demonstrated success in new technologies and systems relevant to the not for profit sector | Website and app development, designing and implementing databases and other customer relations tools. |
| **Policy** | Experience in developing and implementing policy | Developing or reviewing social media or inclusion policies, accessibility standards, selection policy experience, etc. |
| **Government and Public Sector** | Political nous, with a range of political and/or government/public service experience and connections | Public service or political lobbying experience, networks and connections |
| **Branding/Marketing** | Qualifications and/or experience in brand definition and marketing | Experience as a marketer or publicity officer, or experience in brand definition |
| **Other** |  |  |