

COLLECTIVE SKILLS MATRIX REQUIREMENTS –MURRAY CONNECT BOARD OF DIRECTORS

Skills Requirements

- **Essential** - at least 50% of Board members should have these skills
- **Desirable** - at least one Board member has this skill
- **Beneficial** – the Board’s performance would be enhanced if the skills are available.

Skill Area	Description (Skills are described as Essential, Desirable or Beneficial)	Capability Requirements
<p>Strategy and policy development</p>	<p>Essential</p> <p>Ability to think strategically and identify and critically assess strategic opportunities and threats to Murray Connect and develop strategies in response.</p> <p>Ability to identify key long-term issues and opportunities for the region, and effectively communicate these issues/opportunities</p> <p>It would be highly beneficial to have strategic and visioning input from board members with strong commercial experience.</p>	<ul style="list-style-type: none"> • At least 50% of board members should be capable of contributing to the strategic planning matters for Murray Connect • Recent commercial experience in strategy and policy development is required at Board level.
<p>Business governance</p>	<p>Essential</p> <p>Understanding of and experience in best practice business governance and an ability to apply that to continually improve Murray Connect business governance.</p> <p>It is essential that all board members have a sound understanding of governance and the role and responsibilities of the board collectively and board members individually.</p>	<ul style="list-style-type: none"> • At least 50% of board members to have completed a relevant governance course (e.g. 1- or 2-day governance course at the minimum) • At least the Chairperson and one other board member should have completed at least the fundamentals of corporate governance course.

<p>Financial</p>	<p>Essential Ability to analyze key financial statements, critically assess Murray Connect financial performance, and contribute to strategic & financial planning, oversee budgets and the efficient use of resources, oversee funding arrangements/Grants and accountability.</p>	<ul style="list-style-type: none"> • At least one board member to be a qualified accountant or with a proven financial management record. • At least 50% of board members should be financially literate.
<p>Diversity</p>	<p>Essential All committee members should have a valuable role to play in serving Murray Connect The diversity of committee membership, with differing backgrounds, skill sets, experience and personalities can be a source of strength for the organization if effectively managed.</p>	
<p>Business finance and capital investment</p>	<p>Desirable Experience in assessing capital projects, investments, business opportunities and their financing and performance.</p>	<ul style="list-style-type: none"> • At least one committee member with commercial experience including in assessing capital projects, investments & business opportunities is required if Murray Connect projects receive Government funding.
<p>Executive management</p>	<p>Desirable Experience at an executive level including the ability to appoint and evaluate the CEO and oversee strategic human resource management and employee industrial relations issues in the organization.</p>	<ul style="list-style-type: none"> • At least one board member with executive management experience
<p>Risk management</p>	<p>Beneficial Ability to identify key risks to the organization The ability for the board to identify and oversee risk management in the organization is essential.</p>	<ul style="list-style-type: none"> • May be covered by current or new board members with skills in risk management and particularly WHS through other areas noted in the matrix.

<p>Legal compliance</p>	<p>Beneficial</p> <p>Knowledge of relevant laws and regulatory frameworks, and an ability to identify and oversee Murray Connect management of its legal and contractual obligations and compliance management.</p> <p>Legal advice on specific issues and projects can be purchased by the board as required. Legal skills should however be welcomed.</p>	<ul style="list-style-type: none">• Persons with legal qualifications may be sought to join the board• Specialist legal advice can be purchased as required.
--------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

PERSONAL ATTRIBUTES

All board members are required to have the following attributes.

Attribute	Description
Integrity (ethics)	A commitment to: <ul style="list-style-type: none"> • understanding and fulfilling the duties and responsibilities of a board members, and maintaining knowledge in this regard through professional development • putting Murray Connect interests before any personal interests or business interests • being transparent and declaring any activities or conduct that might be a potential conflict • maintaining Board confidentiality.
Effective listener and communicator	The ability to: <ul style="list-style-type: none"> • 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 management and peer board members in a constructive and appropriate way.
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 board and Murray Connect vision and strategies
Commitment	A visible commitment to the purpose for which Murray Connect 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 analyze complex and detailed information, readily distills key issues, and develops innovative approaches and solutions to problems.

Leader	Innate leadership skills including the ability to: <ul style="list-style-type: none">• appropriately represent Murray Connect• set appropriate board and organizational culture• make and take responsibility for decisions and actions.
---------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

NB: The Chairperson should also have the personal attributes to effectively undertake usual Chairperson functions such as: chairing Board meetings; developing a constructive relationship with the CEO; successfully managing Board succession planning and Board performance; representing/being a spokesperson; and being able to lobby and represent Murray Connect and industry’s interests in the local community.

DEMOGRAPHIC & NON-SKILLS BASED CRITERIA

Criteria	Assessment
Gender	Balanced gender representation should be sought for the Board. Board selection processes should provide an opportunity to enhance gender diversity on the Board.
Age	A satisfactory diversity of age in the members of the Board should always be maintained.
Culturally and linguistically diverse	Some knowledge of cultural diversity on the Committee would be beneficial.
Committee experience	Taking account of the diversity in projects and strategic plans it is essential that at least some board members have significant Management, Committee or Board experience in other organizations.