



SHOALHAVEN BASKETBALL ASSOCIATION BOARD SKILLS MATRIX

INTRODUCTION

This skills matrix is designed to ensure the Shoalhaven Basketball Association (SBA) Board consists of individuals with a balance of skills to oversee the association, achieve the strategic goals, and direct the association's future.

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

PRINCIPLES

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

- Core skills (skills directly relevant to performing the Board's key functions);
- Technical or Industry skills (skills relevant to the sports industry, membership services or not-for-profit sector); and
- 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 SBA Board will change as the association evolves. In relation to each skill identified in this matrix, the SBA Board will use this as a guide to ensure reasonable diversity and a broad range of skills are evident across the SBA Board.

The Board skills matrix will also be used to identify the skills required for nominations for Elected Directors, Appointed Directors and when there is a casual vacancy on the Board.

The Board skills matrix comprises two parts:

- Part A
 - An assessment of core and technical/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 the number of Directors to hold that skill. As Directors (elected or appointed) to the SBA Board, their skill sets should be noted in the 'Directors Strengths' column. It is recommended that only the main skills held by each Director should be mapped so that the SBA Board can readily ascertain the Board's collective skill strengths and gaps.
- Part B
 - A description of the attributes that all the Directors of the SBA Board are expected to possess.

Regular SBA Board performance evaluations are designed to address Board skills and 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 SBA's stage of development and strategic direction.

Part A: Collective Skills – Core

Core skills	Description	No of Directors	Current Key Director Strengths							
			RM	CC	GD	JH	SN	PO	AV	Currently met Y/N
Business Administration	Managing and performing administrative services and tasks to enable individuals, teams and organisations to succeed in their objectives.	Minimum 3	X	X	X			X		Y
Strategic Planning	Ability to think strategically; to maintain strategy to align SBA's actions, plans and resources with business objectives	All	X	X	X	X	X	X	X	Y
Sports knowledge	Participation, Coaching, Officiating or Volunteering in basketball at a local, regional, state or national level or experience in game development at local, regional, state or national level)	Minimum 4	X	X	X		X		X	Y
Board and Governance	Previous directorship with contemporary corporate governance structures and accompanying policies and processes. Knowledge of the <i>Associations Incorporation Act</i> , NSW Fair Trading requirements and not-for-profit compliance desirable	Minimum 2	X			X	X			Y
Leadership	Experience leading an organisation or team to achieve organisational objectives through application of strategy.	Minimum 4	X	X	X			X		Y
Stakeholder Engagement	Experience that demonstrates effective engagement and communication across a range of industries, including government and the sporting sector, to achieve desired outcomes. High level reputation and established networks in the NSW basketball industry, consumer or business groups desirable.	Minimum 2	X		X				X	Y

Part A: Collective Skills -Technical/Industry

Technical skills	Description	No of Directors	Current Key Director Strengths							
			RM	CC	GD	JH	SN	PO	AV	Currently met Y/N
Financial Management	<p>Qualifications and experience in accounting and/or the financial services sector and/or a deep understanding of financial matters including:</p> <ul style="list-style-type: none"> • Financial reporting and audit processes • Evaluating financial statements; • Critically assessing financial viability and performance; • Overseeing budgets and the efficient use of resources; • Oversee funding arrangements and accountability 	Minimum 1				X		X		Y
Government Relations (policy & process)	Experience in and/or knowledge of government processes and public policy, relevant Government legislation, stakeholder engagement with Government, experience in advocating to Government and/or leadership of Government engagement activities.	Minimum 1	X				X			Y
Marketing and Branding	Qualifications, knowledge of and/or experience in researching, analysing and stimulating potential or existing markets for products and services	Minimum 1							X	Y
Public relations and Communication	Qualifications, knowledge of and/or experience in the development and implementation of best practice public relations and communication concepts and strategies	Minimum 1							X	Y
Public and Not for profit sector	Demonstrated relevant experience in the Public or NFP sector that would provide insight into the operations, strategy and overall performance of the organisation	Minimum 2	X	X					X	Y

Part A: Collective Skills -Technical/Industry

Technical skills	Description	No of Directors	Current Key Director Strengths							
			RM	CC	GD	JH	SN	PO	AV	Currently met Y/N
Risk Management	Planning and implementing organisation-wide processes and procedures for the management of risk to the success or integrity of the organisation	Minimum 2		X	X		X			Y
Project Management	Delivering agreed outcomes from projects using appropriate management techniques, collaboration, leadership and governance	Minimum 2			X				X	Y
Change Management	Experience in driving or overseeing transformational change agendas	Minimum 2			X					N
Commercial	A broad range of commercial/business experience, preferably in the small to medium enterprise context, that reflects identifying, creating and implementing opportunities for business growth including sponsorship.	Minimum 2	X	X	X	X	X		X	Y
Legal	Experience in corporate and/or commercial law, with the ability to understand and oversee compliance with relevant legislation and/or legal qualifications	Minimum 1	X				X			Y
Geographic, Gender and cultural diversity	Geographic (metro/rural/remote), gender and cultural diversity on the Board	Minimum 4	X	X	X	X	X		X	Y
People and culture	Experience in the development and implementation of best practice human resource management systems, policies and procedures and/or qualifications in this area of expertise	Minimum 1		X		X				Y
Information Technology and/ Digital Innovation	Knowledge of and/or experience in the application and development of information technology related innovation programs, digital infrastructure or applications	Minimum 1			X					Y

Part B: Director Attributes

Attributes	Description
Integrity (Ethics)	A commitment to: <ul style="list-style-type: none">• Understanding and fulfilling the duties and responsibilities of a Director, and maintaining knowledge in this regard through professional development• Putting SBA's interests before any personal interests• Acting in a transparent manner and declaring any activities or conduct that might be an actual, perceived or potential conflict of interest• Maintaining Board confidentiality at all times
Effective communicator and collaborative problem solver	The ability to: <ul style="list-style-type: none">• Engage authentically• Listen to, and constructively and appropriately discuss other people's viewpoints• Develop and deliver cogent arguments• Communicate effectively with a broad range of stakeholders
Emotional Intelligence	Demonstrated ability to manage own emotions and understand the emotions of others
Growth mindset	Holds the belief a person's abilities can be improved through effort, learning, and persistence
Constructive Questioner	The preparedness to ask questions 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 SBA Board
Commitment and genuine interest	A visible commitment and genuine interest in SBA, to the implementation of the SBA Strategic Plan and the on-going success of SBA
Strategic decision-making and influence	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 distill key issues, and develop innovative solutions to problems
Leader	Leadership skills, including the ability to: <ul style="list-style-type: none">• Initiate action• Appropriately represent and advocate for SBA• Set appropriate Board and organisation culture• Make and take responsibility for decisions and actions