This tool is for prospective Board Directors to evaluate their skills, knowledge and ability to be a Board Director.

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| **Use the rating** | **If you…** |
| No experience (none) | Have never performed this capability or don’t have the skill. |
| Some Experience | Performed this capability in the past (please clarify if as a Board member, an employee or a community member). |
| Very experienced | Performed this capability often and at a high level (please clarify if as a Board member, employee or community member) |

**Capabilities for all Board Directors:**

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| **Stream** | **Capability** | **None** | **Some** | **Very** | **Example of how I have used this capability where relevant** |
| **Planning and Organisation** | **Establishes the vision**  Creates a clear and inspiring vision for the future and demonstrates understanding of, and commitment to, the primary purpose of the organisation |  |  |  |  |
| **Designs the strategy**  Contributes to the development of a sound strategic plan so that staff and members can work to achieve identified outcomes and vision |  |  |  |  |
| **Is informed**  Understands the big picture and emerging issues that will impact the organisation; reads papers prior to meetings and obtains good information to actively participate in discussion and decision-making |  |  |  |  |
| **Plans for sustainability of Board**  Plans for organisational sustainability and financial viability; recruits new Board members with relevant and diverse skills and experience; supports induction; undertakes Board reviews and Board development activities |  |  |  |  |
| **Focuses on key issues**  Works together with fellow Board members to priorities the Board’s work, focus on outcomes and address issues that impact on the organisational sustainability |  |  |  |  |
| **Stream** | **Capability** | **None** | **Some** | **Very** | **Example of how I have used this capability where relevant** |
| **Monitoring and Reviewing** | **Reviews budgets and financial reports**  Ensures solvency of the organisation and that the organisation is protected against fraud and theft; interprets regular financial reports; monitors and reviews financial performance; ensures expenditure aligns with objectives and priorities |  |  |  |  |
| **Ensures compliance**  Ensures that the organisation is accountable and meeting reporting requirements of funding bodies, employment and other legislative responsibilities; has adequate insurances and provides a safe environment for staff and Board members |  |  |  |  |
| **Manages risk**  Establishes a risk management framework to review and priorities risks to the organisation; and develops strategies to control or mitigate risks that could threaten the organisation |  |  |  |  |
| **Critically reviews reports**  Critically reviews CEO and other reports on the activities and financial position of the organisation to ensure the organisation remains viable and working to its strategic vision. |  |  |  |  |
| **Monitors strategy and reviews achievements**  Working with the CEO, monitors progress against strategic plan; revises strategy as required; and celebrates organisational achievements with staff and other stakeholders |  |  |  |  |
| **Stream** | **Capability** | **None** | **Some** | **Very** | **Example of how I have used this capability where relevant** |
| **Working together** | **Contributes to meetings**  Regularly attends meetings; works to meeting protocols; listens actively; focuses on the presenting issue; and provides relevant and succinct contributions that assist the meeting to efficiently work through the agenda |  |  |  |  |
| **Engages with community / members**  Builds and maintains relationships that will ensure decisions are informed by community’s/members’ best interests; promotes the organisation through various networks; and supports fundraising initiatives |  |  |  |  |
| **Works to a sound policy framework**  Establishes Board policies to address financial management, terms for officeholders, conflict of interest, relations with CEO and code of conduct for Board; establishes other policies as required; ensures decisions are guided by agreed policies |  |  |  |  |
| **Fosters stakeholder engagement**  Communications with stakeholders; ensures that appropriate mechanisms are in place to inform and engage with stakeholders to further the achievement of organisational objectives |  |  |  |  |
| **Provides leadership and works collaboratively**  Works together to provide organisational leadership; respects differences and values diversity; supports the Chair and CEO to meet their obligations; and commits to agreed decisions |  |  |  |  |
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| **Stream** | **Capability** | **None** | **Some** | **Very** | **Example of how I have used this capability where relevant** |

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| **Being effective and accountable** | **Clarifies roles and responsibilities**  Establishes appropriate Board and sub-committee structures; ensures that roles and responsibilities are clearly defined; is clear about the distinction between governance and management; critically reviews Board performance |  |  |  |  |
| **Behaves ethically**  Ensures Board independence; acts in the best interests of the organisation; avoids conflicts of interest; does not use position as a Board member to obtain advantages for self or others |  |  |  |  |
| **Makes clear and timely decisions**  Makes timely and transparent decisions that reflect a commitment to organisational sustainability and strategic vision; acts in good faith; and publicly stands by agreed Board position |  |  |  |  |
| **Operates within constitutional requirements**  Ensures that the requirements and obligations of the constitution are met |  |  |  |  |
| **Respects confidentiality**  Maintains confidentiality about decision-making and ensures that information is not misused |  |  |  |  |

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| **Role** | **Capability** | **None** | **Some** | **Very** | **Example of how I have used this capability where relevant** |
| **Chair** | **Leads the Board**  Demonstrates leadership; inspires trust and confidence in Board members; creates an inclusive environment; fosters collaborative processes; provides a positive public face to the organisation; demonstrates commitment to organisational values; resolves disputes; fosters development of Board and ensures regular review of Board performance |  |  |  |  |
| **Establishes a dynamic and productive relationship with the CEO**  Establishes clarity about the role of Board and role of CEO; delegates management to CEO; encourages trust and regular communication; provides direction to the CEO in line with Board decisions; ensures that the Board engages constructively and honestly with the CEO to evaluate performance against stated objectives |  |  |  |  |
| **Chairs regular and focused meetings**  Adheres to clear agendas and timeframes for discussion, supports and focuses discussion, manages differences of opinion and ensures that clear outcomes are agreed; promotes Board engagement; calls special meetings of the Board or subcommittees as required |  |  |  |  |
| **Secretary** | **Meets reporting requirements**  Oversees the timely and accurate preparation and lodging of statements to meet compliance reporting requirements |  |  |  |  |
| **Develops agenda and minutes of Board meetings**  Consults the Chair and other relevant people to develop agenda; circulates agenda and meeting papers prior to meetings; creates minutes that are timely, true and accurate |  |  |  |  |
| **Handles correspondence and records**  Maintains membership records and ensures all necessary records are accessible for reports, elections and other votes; deals with correspondence and disseminates information promptly |  |  |  |  |
| **Stream** | **Capability** | **None** | **Some** | **Very** | **Example of how I have used this capability where relevant** |

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| **Treasurer** | **Ensures solvency and financial sustainability**  Monitors financial position, including cash flow and estimates of future financial performance; oversees financial systems, and takes appropriate actions to ensure that the organisation has necessary resources to meet its obligations |  |  |  |  |
| **Manages financial risk**  Monitors financial systems to identify errors and discrepancies; ensures that the finances are protected against theft and criminal activities; arranges regular audits and supports the audit process |  |  |  |  |
| **Controls finances**  Ensures budget and expenditure reflect strategic intent of Board; assists in the preparation of the budget and presents it to the Board for approval; establishes financial processes and delegations; oversees all financial transactions and signs cheques within limits of authority |  |  |  |  |