

## Part E: Skills required of Directors

This section is based on the existing skill mix, conversations with the current directors, AICD and Governance Institute materials and previous experience of the Consultant undertaking the Review.

Note the **All Director Skills** are required for all Directors and the **Specific Skills Table** is applicable as indicated to Directors. Examples for each Skill Category Requirement will then be provided in the **Detailed Definitions and Examples** Table provided separately.

This Matrix is based on a steady state of 9 directors. The Matrix will be used by the Nomination Committee as guidance. It is noted that should the Nomination Committee decide to not accept the guidance from the Matrix, which it may, it will document the rationale /requirement for not following the guidance. This will then be reviewed by the APAC Board and thence the Members.

It is intended that Matrix will in due course be incorporated in any new Board Charter for subsequent use and modification over time.

### All Director Skills and Experience

The following demonstrated understanding of and / or relevant experience in is expected of a majority Directors

1. Governance – previous Board experience or demonstrated director skills;
2. Strategic planning skills;
3. Financial literacy sufficient to enact the Directors’ accountabilities as per the Corporations Act; and
4. Stakeholder engagement.

### Specific Skills Table

The following table shows the desired specific skills for the individual Directors in the numbers as indicated for the Initial Board. It will then be reviewed annually by the Board as part of the Board Charter.

Note that

**Minimum** is the goal for a minimum number of Directors on Day 1 of NewCo; and

**Preferred** is an aspiration for the number of Directors on Day 1 of the New Board.

It is further noted that the Accreditation Committee provides the opportunity for further specific expertise in psychology or other areas for which APAC may assume the accreditation function.

Skills Category Requirement	Minimum	Preferred
<b>Purpose focussed skills</b>		
1. Significant experience, registration, and demonstrated success in psychology.	One	Three
2. Significant experience and demonstrated success in tertiary education, preferably tertiary education in psychology.	One	Three
3. Experience and demonstrated success in senior roles related to accreditation at tertiary level.	One	Two
<b>Commercial skills</b>		
4. Formal legal qualifications at tertiary level with experience and demonstrated success subsequently in government, commercial or contract law.	One	One
5. Formal qualifications at tertiary level with experience and demonstrated success subsequently in communications and or marketing in tertiary or government sectors.	One	One

Skills Category Requirement	Minimum	Preferred
6. Formal financial and or accounting qualifications at tertiary level with experience and demonstrated success subsequently.	One	One
<b>Technical skills</b>		
7. Formal qualifications at tertiary level with experience and demonstrated success subsequently of Information Technology systems with emphasis on data management and cyber security.	One	One
8. Formal qualifications at tertiary level with experience and demonstrated success subsequently of risk management in government or education roles.	One	One
9. Formal qualifications at tertiary level with experience and demonstrated success subsequently in organisational HR and culture.	One	One
<b>Additional desired skills</b>		
10. Deep understanding of health reform and psychology's place in the Australian health landscape.	Nil	One
11. Significant experience and demonstrated success in communications in government or tertiary education sectors.	Nil	One
12. A recent graduate of a Psychology tertiary program who can bring recent lived experience of psychology education.	Nil	One

### Director Qualities

This section is based on the Australian Institute of Company Directors information on the personal qualities that are desirable in all directors and the above Directors' Skill Matrix. Whilst difficult to assess by any Nomination Committee, it could be a requirement of any application that potential candidates acknowledge and may also ask that candidates provide the evidence of qualification in conversation with the Nomination Committee how they could meet any or all these qualities.

1. Integrity – fulfilling a director's duties and responsibilities, putting the organisation's interests before personal interests, acting ethically, being transparent and declaring any activities or conduct that might be a potential conflict, and maintaining board confidentiality.
2. Commitment - A commitment to understanding and fulfilling the duties and responsibilities of a director, to genuine interest of APAC as defined by the Objects, and to growing and maintaining knowledge in this regard through professional development. Commitment also includes making the time required to be an effective director, not just attend Board meetings.
3. Curiosity and courage – a director must have the curiosity to ask questions and the courage to persist in asking or to challenge management and fellow board members where necessary.
4. Interpersonal skills – Able to work well in a group, listen well, be tactful but able to communicate their point of view clearly.
5. Leader - Demonstrated leadership skills including the ability to appropriately represent the organisation, set appropriate board and organisational culture, and make and take responsibility for decisions and actions.
6. Instinct – Good business instincts and acumen, ability to get to the crux of the issue quickly.
7. Effective listener and communicator - The ability to listen to, and constructively and appropriately debate, other people's viewpoints, develop and deliver cogent arguments and communicate effectively with a broad range of stakeholders.
8. Critical and innovative thinker - The ability to critically analyse complex and detailed information, readily distil key issues, and develop innovation.

9. Constructive questioner - The preparedness to ask questions and challenge management and peer directors in a constructive and appropriate way.
10. 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.
11. An active contributor – 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 the NewCo; and
12. Accessibility - Directors need to ensure that they have adequate time to devote to developing and maintaining a good understanding of the organisation's affairs as well as met the formal obligations of the Board.

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