

## Governance Skills Matrix

The Skills Matrix is used to ensure that the Board and Executive Committee has the right balance of personal attributes, professional skills and industry skills to achieve the Collaboration's strategic objectives. It is desirable for members of the Board and Executive Committee to possess the personal attributes and professional skills listed below.

### Personal Attributes

It is desirable for members of the Board and Executive Committee to possess the personal attributes outlined below:

#### 1. Integrity – A commitment to:

- Understanding and fulfilling the duties and responsibilities of the Board or Executive Committee, as described within the Terms of Reference
- Putting the Collaboration's interests before personal interests
- Being transparent and declaring any activities or conduct that might be a potential conflict of interest
- Maintaining confidentiality

#### 2. Effective listener and communicator

The ability to:

- Listen to, and constructively and appropriately debate, other people's viewpoints
- Develop and deliver cogent arguments
- Communicate effectively with a broad range of stakeholders

**3. Constructive questioner** – The preparedness to ask questions and challenge situations/decisions in a constructive and appropriate way.

**4. Contribute 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 Collaboration.

**5. Commitment** – A visible commitment to the Collaboration's values, purpose and strategic direction and its ongoing success.

**6. Influencer and negotiator** – The ability to negotiate outcomes and influence others to agree with those outcomes, including an ability to gain stakeholder support for decisions.

**7. Critical and innovative thinker** – The ability to critically analyse complex and detailed information, readily distil key issues, and develop innovative approaches and solutions to problems.

## Professional Skills

It is desirable for members of the Board and Executive Committee to possess sound professional skills, as outlined below:

**8. Strategic thinking** – The ability to think strategically and identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the strategic objectives of the Collaboration and relevant national policies and priorities.

**9. Policy development** – The ability to identify key issues for the Collaboration and develop appropriate policies to define the parameters within which the Collaboration should operate.

**10. Program/Project and Change Management** – The ability to lead a Program or Project to meet its objectives, within timeframes, scope and resources. The ability to implement change across and within organisations.

**11. Communications** - The ability to implement a Communication Plan and to intentionally engage key stakeholders for the benefit of the Collaboration.

**12. Financial performance** – Knowledge of the Collaboration's funding needs and the ability to identify funding opportunities and secure funding opportunities. The ability to oversee budgets and the efficient use of resources.

**13. Risk Management** – The ability to identify key risks, oversee and monitor risk management frameworks and manage high level risks.

**14. Corporate governance** – knowledge and experience in best practice corporate governance.

## Industry Skills

Members of the Board or Executive are expected to demonstrate expertise in at least two of the following industry skills:

**15. Lived experience** as a Health Care Consumer, Health Care Researcher or Health Care Clinician/Health Care Professional/Health Care Policy/Translational Health Research/Healthcare Knowledge Translation.

**16. Community and stakeholder engagement and involvement**– experience of involving consumers, carers and communities in decision making; or experience of being a consumer involved health consumer engagement activities; or the ability to effectively engage and communicate with stakeholders, including culturally and linguistically diverse and Aboriginal and Torres Strait Islander Communities.

**17. Executive Leadership and Management** – Current experience in leading and managing large complex organisations, including not for profits, large health service areas or educational institutions.

**18. Political Relations** – experience in establishing, maintaining, and engaging with local, state and national government.

**19. Performance Monitoring and Evaluation** – Experience in monitoring or evaluating health care and measuring impact.

**20. Healthcare service or system improvement, service redesign and quality and safety for improve consumer outcomes** – knowledge, experience of the above and understanding of the opportunities and linkages to health care research.

**21. Regional health needs knowledge and experience** - Understanding of the health needs of Tasmanians and/or health needs of Australians (this may include specific communities or regions).

**22. Strong Local and National Networks** – strong influence, connections, relationships and engagement with local and national consumer, health care or health research networks.

With thanks to and informed by [Skills Matrix - Board of Directors \(primaryhealthtas.com.au\)](http://primaryhealthtas.com.au)