BOARD SKILLS MATRIX	A key element of auDA's transparency and accountability framework is its governing Board. While Directors are nominated from different groupings, the key objective is a Board with a broad, balanced mix of skills and experience. The matrix below sets out what is perceived as the ideal overall mix of skills. No individual Director is expected to have _all_ the identified skills and experience, nor will the Board always have the perfect mix.

	Professional Skills and Experience		**Board Composition**
1	Strategy, planning and policy development	• Ability to identify and critically assess strategic opportunities and threats to the organisation • Ability to oversee and contribute to management's strategy development • Ability to identify issues, critically assess and contribute to development of auDA policy, standards, rules and guidelines	All Directors must be competent at a minimum with a number able to demonstrate high level skills and experience.
2	Governance	• Knowledge and experience in good practice governance structures, policies and processes and how they are applied in a not-for-profit, regulatory rule-making and philanthropic environment • Ability to understand key risks to the organisation and monitor compliance with risk management policy and organisational controls • Experience in managing the performance of a CEO and senior executives	All Directors must be competent at a minimum with a number able to demonstrate high level skills and experience.
3	Relevant technical and industry knowledge	• Ability to understand the domain name environment and operations • Ability to understand and critically assess technical issues relevant to administration of a ccTLD • Ability to acquire knowledge of auDA's responsibilities, operations and history	All Directors must be competent at a minimum with a number able to demonstrate high level skills and experience. Not essential for all to have previous knowledge but all must be prepared to self-educate on appointment.
4	Stakeholder relations	• An understanding of the multi-stakeholder approach to internet governance • Experience with good practice engagement in multi-stakeholder environments, (including with government, suppliers, customers, consumers and civil society groups, the ICT sector, and international organisations) • An understanding of the dynamics of membership-based organisations • Experience in dealing with government at a senior level to achieve policy and regulatory outcomes • Ability to contribute to and assess an effective communication strategy	Not essential for all to have previous experience, however all Directors must be capable and willing to acquire this knowledge. A number of directors should be able to demonstrate high levels of skill and experience.
5	Finance and audit	• Ability to read and comprehend the company's accounts, financial material presented to the Board, financial reporting requirements, an understanding of corporate finance, ability to assess financial viability, and contribute to financial planning • Able to demonstrate financial and commercial acumen • An understanding of the legal, ethical and fiduciary responsibilities of a Director	All Directors must be competent at a minimum with a number able to demonstrate high level skills and experience. At least one Director must be sufficiently skilled and experienced to Chair the Finance and Audit Committee.

	Personal Qualities		
6	Contribution	• Ability to work collegiately, to constructively contribute to Board discussions at a strategic level and to communicate effectively with management and other directors	Mandatory
7	Leadership	• Ability to persuade and influence, to champion change and to organise others in committee work • Ability to demonstrate good business judgement and able to assimilate and synthesise complex information and issues management	Not essential for all to have direct leadership experience. A number of Directors must have the ability to assume the role of Chair for Board committees
8	Ethics and integrity	• Understand the role and obligations as a director, acting ethically, and with appropriate independence • Able to demonstrate commitment to the best interests of the organisation and its stakeholders. • Able to demonstrate a track-record of integrity and ethical behaviour	Mandatory
	Requirements for the Chair	These skills are in addition to the general skills and experience identified above for all Directors.	
9	Leadership	• Skills and experience as a Chair, Non-Executive Director or Chief Executive Officer of a complex organisation with multiple stakeholders • Demonstrated strategic and future orientation and ability to focus the Board on what matters most • Able to communicate the vision for the organisation and win support from key stakeholders • The stature and gravitas to effectively represent the organisation and to raise its profile • Experience in leading a complex organisation through a period of significant change • Skills and willingness to lead, guide, mentor and develop the Chief Executive Officer and fellow Directors • The ability to set standards of behaviour and set the tone for organisational culture	Mandatory
10	Governance	• Skills and experience in board governance and the ability to implement and reinforce high standards of practice • Formal training in governance (e.g. graduate of the Australian Institute of Company Directors (GAICD) or equivalent)	Mandatory Desirable
11	Government relations	• Direct experience in dealing with government – at a Department and Ministerial level	Mandatory