DETERMINING THE BOARD PROFILE AND SKILL SETS

The board profile and skill sets are tools that assist in determining the knowledge, skills and competencies required for a specific appointment. At a later step in the appointment process, parts of these documents form the publicly available position specification.

Other considerations

Generally, Ministers retain ultimate responsibility for each appointment, and decide who will be appointed or who will be recommended to the Governor-General for appointment. The relevant legislation or other establishing documents should always be referred to at the beginning of each process, as they provide the overarching information on the board and entity and either general or specific parameters for board appointments.

The Cabinet-endorsed COMU process provides that the “best qualified” person is sought for each board vacancy. “Best qualified” is defined as:

- The candidate whose skills and experience best meet the responsible Minister’s assessment of the skills profile, which has been developed on the basis of the Government’s strategic overview of the entity, COMU’s view of the entity, and in consultation with the chair of the entity.

What does the board profile and skill sets cover?

Prepared in consultation with COMU monitoring advisors and, where possible, the board chair, the board profile and skill sets cover the following areas:

- the entity’s prime business, services provided, structure and magnitude
- the main business drivers in the medium to long term
- overall skills make-up required for the entity includes legislative requirements, basic governance, management and financial skills and then those skills specific to the particular board
- in a table: current board makeup including, term expiry, length of service, current occupation, skill sets
- diversity of board membership
- any skill and diversity gaps in the current board, additional areas of expertise, experience, awareness, and networks required
- any other relevant information that the responsible Minister may wish to take account of, and
- COMU’s recommendation for skill set required for the current position under consideration.

How we support the Minister

The board profile and skill sets are provided as part of a report to the Minister. Owing to the framework that the board profile and skill sets provide, the report:

- is succinct and easy to read
- is current – i.e., it is reviewed and updated for each vacancy
- is presented in a standardised way
- enables quick comparisons across entities should Ministers be considering a number of board positions at one time, and
- COMU always includes an offer to meet with the Responsible Minister to discuss board and entity performance, and board composition.