



**National Council of
Women of New Zealand**
Te Kaunihera Wahine o Aotearoa

Board Skills and Diversity Matrix Policy

08 April 2018

RATIONALE

The National Council of Women New Zealand (NCWNZ) aims to have a highly skilled and diverse board.

PURPOSE AND SCOPE

1. The NCWNZ Board Skills & Diversity Matrix sets out the competencies and personal attributes for Board members. It is to be used to recruit and evaluate nominations for the Board elections. The matrix has been drawn predominately from resources of the Institute of Directors, Sports New Zealand and Doug Matheson's *The Complete Guide to Good Governance in Organisations and Companies* (2004).
2. The underlying assumption is that the effective board members will understand the role, responsibilities, obligations, duties and accountabilities of the role they are seeking or hold.
3. The matrix is divided into core competencies which are role-based and personal attributes which are behaviours expected of an effective board member.
4. An effective board member needs to have both competencies, personal attributes and time which will enable the Board to fulfil its fiduciary responsibility to the members. Their proficiency with respect to competencies may be variable with any prospective candidate assessed against the competencies of the existing board and the future requirements of the organisation. A board member would be expected to demonstrate all of the personal attributes.
5. Appendix A is a temple for the Nominating Committee to use to develop board member recruitment advertising, when calling for nominations for election, or seeking co-opted members.

LINK TO STRATEGIC PLAN

Current needs

6. The matrix is linked to the strategic plan and where the organisation is currently. This will ensure that any relevant specialist business knowledge or demography required is easily identifiable. There will be core skills and qualities sought for all board members and these will remain fixed. Depending on the strategy and current operating environment we may call on specialist skills for future board members.
7. The current organisation environment for NCWNZ:
 - Ambitious growth targets
 - Complex organisational change programme - reorienting to gender equality
 - Sophisticated cultural change required - externally + internally with potential gap between National Individual Members (NIMs) and current members

- Ambitious engagement goals (government, institutions, community, individuals through greater advocacy + media).
- Both individually and collectively, board members need a diverse matrix of skills.

SKILLS AND DIVERSITY MATRIX

CORE COMPETENCIES	Demonstrated by:
A. NCWNZ organisational awareness	<ol style="list-style-type: none"> 1. Proven ability to ensure the strategy, business and risk plans are compatible with NCWNZ's vision and mission and in monitoring performance to identify and focus on those issues of importance 2. Demonstrated ability to see strengths & weaknesses of NCWNZ, the manner in which they are driven and the impact of the board's decisions and other influences upon them 3. Proven ability to be alert and responsive to the need for change, to encourage new initiatives and to implement new policies, structures and practices and to end those that are no longer relevant.
B. Business judgement <i>Demonstrated ability & intelligence to make sensible, astute, business decisions and recommendations based on reasonable assumptions and factual information including:</i>	<ol style="list-style-type: none"> 4. Proven ability to deal with uncertainty, risk, incomplete information and complexity, both in recent and reaching out several years 5. Proven ability to draw from experience and adapt to situations we face in a flexible, dynamic way 6. Proven analytical ability to enable informed judgement and decision making by: probing the facts, seeking relevant information, appropriately challenging assumptions, assessing benefits and risks and providing counter arguments (IOD)
C. Strategic Vision <i>Proven strategic thinking ability</i>	<ol style="list-style-type: none"> 7. Able to see the big picture, future opportunities and risks, and the possible implications and impact of these (IOD) 8. An entrepreneurial talent for contributing to the creation, not merely preservation of value (IOD) 9. Future focused and not single-issue focused 10. Ability to ensure that strategies, budgets and business plans are compatible with NCWNZ vision and, in monitoring performance, to identify and focus on those issues that are of significance to NCWNZ (IOD) 11. An understanding of the position of NCWNZ in the market relative to its competitors, the nature and impact of its membership and stakeholders, and the strategic advantage in its sector, which may influence opportunities and threats (IOD) 12. Be change aware, alert to opportunities and threats, responsive and encourage new initiatives and implement new policies, structures and practices (IOD)
D. Financial management and fiduciary responsibility <i>Proven financial ability</i>	<ol style="list-style-type: none"> 13. Sound understanding of financial management, areas of risk and future financial requirements (IOD) 14. Able to act in accordance with Board's fiduciary duty, complying with the spirit as well as the letter of law, and recognise both the legal and moral duties (Matheson)
E. Governance <i>Proven ability to distinguish between the issues and actions of governance as distinct from operational managements.</i>	<ol style="list-style-type: none"> 15. Relevant track record and experience which can contribute to the improving the board's performance (Matheson) 16. Has a good knowledge of role and responsibilities of a board member under law and the constitution (Matheson) 17. Record of governance, governance focused rather than management (IOD)
F. Teamwork <i>Proven team work skills</i>	<ol style="list-style-type: none"> 18. Reputation for being inclusive, ability to work constructively with the Chair, other board members and CEO

	<p>19. Proven ability to listen impartially, question and challenge constructively without being disagreeable and recall and take into account key points</p> <p>20. An understanding and willingness to operate to ensure the board reflects a diversity of opinions and experience and that sound independent thinking brought together around a shared purpose and mission enhances collective judgement</p> <p>21. Reputation for supporting and accepting majority board decision</p>
CORE ATTRIBUTES - PERSONAL	Demonstrated by:
G. Commitment to NCWNZ and cause	<p>22. Demonstrated passion and connection with the vision of the organisation and values are aligned with those of NCWNZ</p> <p>23. Proven understanding & alignment with Not for Profit (NFP) environment</p> <p>24. Has current knowledge of gender equality issues (internationally & nationally) or willingness to acquire this</p>
H. Courage	<p>25. Strength of character & boldness to pursue own convictions where in the best interest of NCWNZ while operating with NCWNZ values</p> <p>26. Able to probe, penetrate & achieve full understanding in the face of adversity and take appropriate action</p>
I. Ethical Standards <i>Acts with integrity and has high ethical standards including:</i>	<p>27. Board matters and processes are based on principle rather than the subjectivity of personal impact of implication.</p> <p>28. Reputation for operating to Board Charter</p> <p>29. Committed to continuous learning and remaining current with governance best practice and NCWNZ's sector</p> <p>30. Keeps confidences - understands and respects the need for confidentiality</p>
J. Independence and Competing Interests	<p>31. Ability to make informed judgement that is independent and maintain independence</p> <p>32. Total commitment to the organisation, no divided loyalties</p> <p>33. Has reputation where perceived conflicts of interest arise to acknowledge them and appropriate steps taken to maintain ethical standards</p>
K. Common sense	<p>34. Sound, practical sense in everyday matters</p>
L. Delivers on Commitments <i>Reputation for meeting commitments</i>	<p>35. Committed to give the time, energy and contribution to meet the board requirements and discharge its responsibilities</p> <p>36. Speaking with one voice on all policy and directional matters, acknowledging that Board members are collectively accountable for all Board decisions</p>
M. Communication & interpersonal skills <i>Proven highly capable communicator including:</i>	<p>37. Personal style which does not detract from a board culture of capability, candour, trust and professionalism</p> <p>38. Ability to work harmoniously within a group, to recognise and value the other contributions of other board members in a diplomatic manner and to support and accept majority board decisions</p> <p>39. Ability to articulate opinions, rationales and points of view clearly, logically and concisely</p> <p>40. Participate in board discussions with courtesy, respect and a sense of humour</p> <p>41. Proficient in the use of electronic communications (Facebook, Skype etc)</p>
N. Appropriate Connections	<p>42. Able to open doors for NCWNZ via funding or advocacy or broker meaningful or influential relationships or share networks to benefit organisation and cause</p> <p>43. Able to operate as an Ambassador for NCWNZ.</p>

NCWNZ acknowledges the following resources that contributed to the skills matrix: *The Four Pillars of Governance Best Practice for New Zealand Directors (2012)* by Institute of Directors, and *D Matheson's The Complete Guide to Good Governance in Organisations and Companies (2004)* and *Sports New Zealand resources*.

APPENDIX A: TEMPLATE FOR ANNUAL REVIEW OF BOARD MEMBER NEEDS**SPECIALIST KNOWLEDGE, SECTOR AND DEMOGRAPHIC NEEDS**

Key areas highlighted have been identified by as being critical needs for board in the next 1-2 years.

SPECIALIST KNOWLEDGE - specialist skills required for the Board today		DEMOGRAPHICS	
Advocacy		Female	
Asset Management		Male	
Business / Enterprise growth		Transgender	
Cultural Change		Millennial	
Digital strategy		Generation Y	
Financial Management		Generation X	
Fundraising		Baby Boomer	
HR (Human Resources)		Pakeha	
Investment		Māori	
IT (Information Technology)		Pacifika	
Legal		Asian	
Marketing		Other ethnicities	
Policy / Regulation		Urban	
Public relations / Community relations		Provincial / Rural	
Research + evaluation		North Island	
Risk		South Island	
Sales			
Senior leadership			
Strategy			
SECTOR			
Not for profit			
Corporate			
Government			
Affiliation with NOM			

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