

AORA Board of Director's Core skills and knowledge



Skill Area	Description	Skill Importance
Strategy	Ability to identify strategic opportunities and threats with demonstrated success in developing and implementing strategic priorities and achievement of business objectives.	Essential
Financial literacy/acumen	Ability to read and comprehend corporate accounts, financial materials and financial reporting requirements.	Essential
Risk management and compliance	Experience in implementing, managing or overseeing risk management and compliance frameworks including legal and regulatory compliance.	Essential
Legal knowledge	Appropriate understanding of legal concepts and frameworks applicable to both the role of director and the industries in which the company operates.	Essential
Qualifications	Formal qualifications in any of the following fields: <ul style="list-style-type: none"> • Accounting and/or finance • Economics, law, commerce and/or business • Science • Marketing 	Desirable
Managing people/achieving change	Experience at a senior level for people management and successful implementation of change.	Desirable

AORA Board of Director's Corporate Experience

Skill Area	Description	Skill Importance
Board experience	Experience as a director.	Desirable
Business development	Demonstrated success in development or expansion of business having regard to the company's objectives, operating environment and risk appetite.	Essential
Corporate leadership/ executive management	Experience in CEO and/or other senior corporate leadership roles including responsibilities for people management and successful implementation of change.	Desirable
Director qualification/ training	Completion of a formal qualification/training in governance or a directorship (e.g. AICD, GIA, or equivalent).	Desirable
Governance	Experience in sophisticated governance/ assurance structures.	Desirable
Information management	Experience in implementing, managing or overseeing information and communication technology, including personal information privacy and security risk management.	Desirable
Project management	Experience in managing or overseeing major projects of an organisation.	Essential
Regulatory policy	Experience working or interacting with regulators relevant to the industry that the company operates	Essential
Social responsibility	Experience in relation to social responsibility.	Desirable
Industry Experience	A deep understanding of the company's business and day-to-day operations	Essential
Association Experience	An understanding of Associations, in particular membership associations	Desirable

Skills Matrix – Rating Scale

0	1	2	3	4	5
<p>No prior experience in the relevant subject area</p>	<p>Limited exposure to the relevant subject area. For example, one or more of:</p> <ul style="list-style-type: none"> - Holding a degree or relevant qualification but no specific role or accountability in the subject area - Familiarity with the field through having a senior role in an organisation but no specific role in this field - Familiarity with the field in management of amenity, not specialising in this field 	<p>Some experience in relevant subject area For example – one or more of:</p> <ul style="list-style-type: none"> - A relevant qualification and 1-3 years' experience in a role within the subject area - Detailed experience in this field gained through management in an entity not specialising in this field 	<p>Demonstrated experience in the relevant subject area For example – one or more of:</p> <ul style="list-style-type: none"> - A relevant qualification and 5+ years' experience in a role within the subject area - Professional Membership in the subject area - Management experience in this field in an entity specialising in this field 	<p>Strong expertise and detailed technical understanding of the subject area For example – one or more of:</p> <ul style="list-style-type: none"> - A relevant qualification and 5+ years' experience in an executive or senior leadership role with direct accountability for this subject area. - Professional Membership in the subject area 	<p>Advanced expertise and sophisticated and strategic understanding in the subject area For example – one or more of:</p> <ul style="list-style-type: none"> - A relevant qualification and 10 + years' experience in an executive or senior leadership role with direct accountability for this subject area - Professional Membership in the subject area with specialisation in the subject area