

Skills Matrix – Director Rating Scale

0	1	2	3	4	5
No prior experience in the relevant subject area	Limited exposure to the relevant subject area. For example, one or more of: - Holding a degree or relevant qualification but no experience working in the subject area - Familiarity with the field in management of an entity, but no specific experience working in this field	Some experience in relevant subject area For example – one or more of: - 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, but not specialising in this field.	Demonstrated experience in the relevant subject area For example – one or more of: - 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	Strong expertise and detailed technical understanding of the subject area For example – one or more of: - 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	Advanced expertise and sophisticated understanding in the subject area For example – one or more of: - 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.

Skill Importance E – Essential for AORA Directors | D – Desirable for AORA Directors

			Board assessment by director of core skills and knowledge								
Skill Area	Description	Skill Importance	Director 1	Director 2	Director 3	Director 4	Director 5	Director 6	Director 7	Director 8	Director 9
Strategy	Ability to identify strategic opportunities and threats with demonstrated success in developing and implementing strategic priorities and achievement of business objectives.	E	4	4	3	5	4	5	5	4	4
Financial literacy/acumen	Ability to read and comprehend corporate accounts, financial materials and financial reporting requirements.	E	4	3	4	3	4	4	4	3	4
Risk appetite, management and compliance	Experience in risk appetite, implementing, managing or overseeing risk management and compliance frameworks including legal and regulatory compliance.	E	4	5	4	2	5	5	3	5	4
Governance and Legal knowledge	Appropriate understanding of legal concepts and governance concepts applicable to both the role of director and the industries and framework in which the company operates.	E	5	5	4	2	4	4	2	4	4
Qualifications	Formal qualifications in any of the following fields: - Accounting and/or finance - Economics, law, commerce and/or business - Science / Agriculture - Marketing / Sales	D	Bachelor Science, Chemistry	Bachelor Science Law	MBA Grad Dip Accounting	Marketing Sales		Bachelor Engineering Management		MBA Bachelor Environmental Management	Bachelor Environmental Engineering

Skill Area	Description	Board assessment by director of current experience									
		Skill Importance	Director 1	Director 2	Director 3	Director 4	Director 5	Director 6	Director 7	Director 8	Director 9
Industry Experience	An understanding and/or experience in the organics recycling industry	E	5	3	3	5	5	4	5	5	5
Business development	Demonstrated success in development or expansion of business having regard to the company's objectives, operating environment and risk appetite.	E	5	4	4	5	4	5	5	4	5
Association and Membership Experience	An understanding of associations and membership organisations	E	4	4	3	4	3	4	3	3	4
People and Culture	Experience in senior leadership roles including responsibilities culture and people	D	5	5	4	4	4	1	4	4	5
Change Management	Experience in change management / successful implementation of change	D	5	4	3	5	3	4	4	3	4
Board experience	Experience as a director	D	4	3	2	2	3	2	2	3	2
Director qualification/ training	Completion of a formal qualification/training in governance or a directorship (e.g. AICD, GIA, or equivalent).	D	GAICD	LLB	GAICD					GAICD	
Data, Cyber and Information Management	Experience in implementing, managing or overseeing information and communication technology, including AI, Cyber security, data management	D	3	2	2	2	4	4	1	1	3
Project management	Experience in managing or overseeing major projects of an organisation.	D	5	4	3	5	3	5	3	4	5