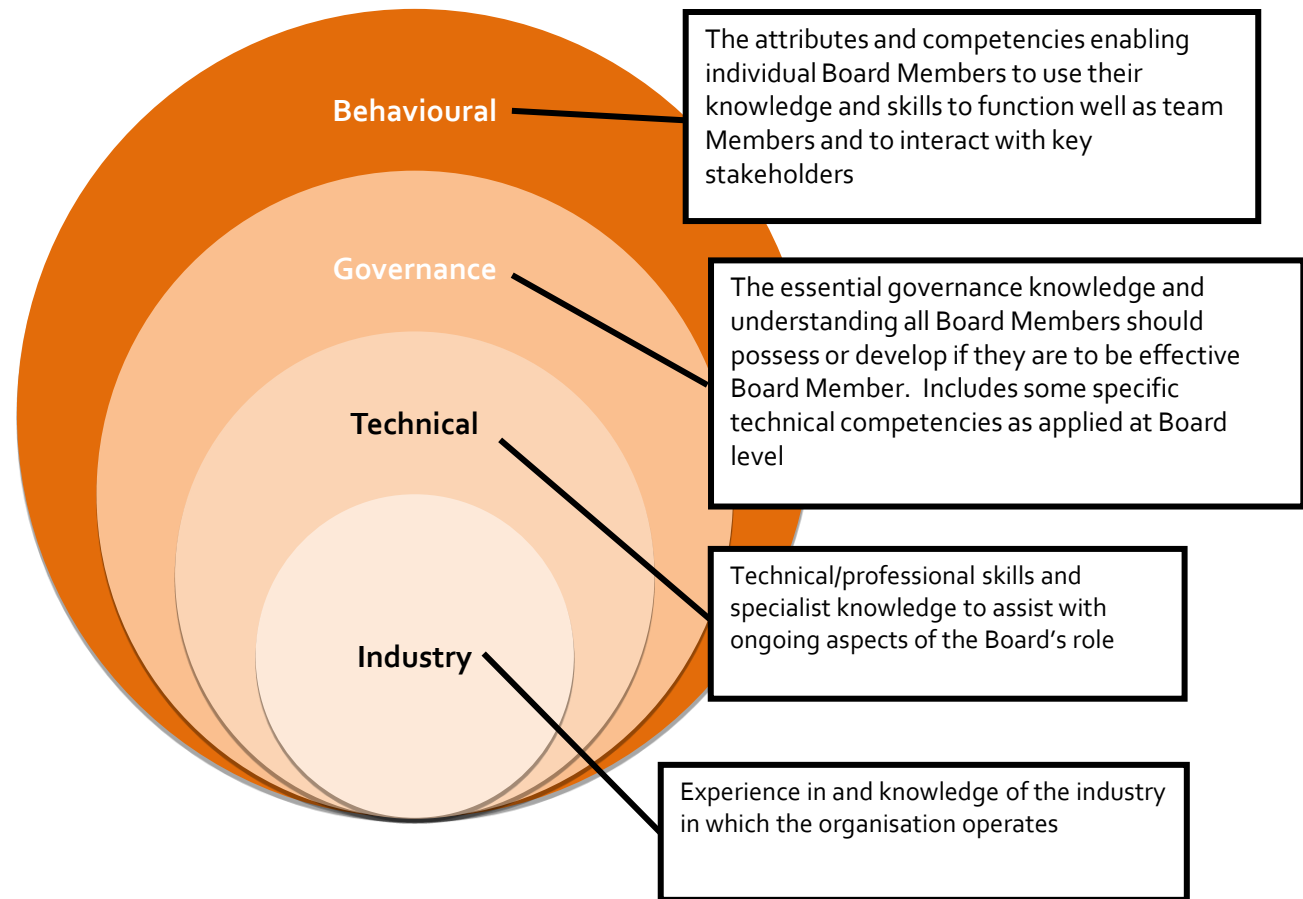


Effective Governance Board Competency Framework



Source: GC Kiel et al., 2012, *Directors at work: a practical guide for boards*, Sydney: Thomson Reuters.

What a skills assessment looks like - internal

Section	Competency	Self-Assessment						Current Competency		Future Requirement		Met / Not Met
		Director A	Director B	Director C	Director D	Director E	Director F	Maximum Current Skill Level	Current Number at Future Needs Skill Level	Rounded Mean: Skill Level Required	Rounded Mean: Directors Required	
Technical Skills and Experience	1.1 Accounting	3	2	3	3	2	2	3	0	4	2	Not Met
	1.2 Finance	2	2	2	3	2	2	3	0	4	2	Not Met
	1.3 Industry experience	1	4	3	3	4	2	4	4	5	2	Not Met
	1.4 Law	5	1	2	2	2	2	5	1	4	1	Met
	1.5 Strategic marketing	2	2	2	2	4	3	4	2	3	2	Met
	1.6 Strategy development and implementation	2	3	2	2	4	3	4	1	4	2	Not Met
	1.7 Risk management	2	3	2	2	3	2	3	2	3	2	Met
	1.8 HRM	2	2	2	3	2	2	3	1	3	2	Not Met
	1.9 Information technology	1	1	1	2	2	2	2	3	3	1	Not Met
	1.10 Contemporary corporate governance	4	3	2	3	4	3	4	2	4	3	Not Met

GAPS

What value?

Educate

Key

- Individual meets or exceeds requirements
- Requirement not met
- Requirement met

What a skills assessment looks like - external

Section	Competency	Self-Assessment					
		Director A	Director B	Director C	Director D	Director E	Director F
Technical Skills and Experience	Accounting						
	Finance						
	Industry experience						
	Law	✓					
	Strategic marketing					✓	✓
	Strategy development and implementation					✓	
	Risk management		✓			✓	
	HRM				✓		
	Information technology						
	Contemporary corporate governance						