



Skills-based Director 2026

Information Pack – Application and Nomination Form



RSL
Queensland

The Position

The position of a Skills-based Director will be open for election at the 2026 Annual General Meeting.

The Board is seeking applicants that have extensive experience in **strategic oversight** and the requisite skills, expertise, and personal attributes as set out in the Position Description contained in **Part A**.

The successful candidate must have the skills and experience, at a Board level, to:

- identify and evaluate strategic opportunities and risks;
- contribute to the development and implementation of strategic objectives; and
- monitor organisational performance to ensure alignment with RSL Queensland's mission and long-term goals.

RSL Queensland is committed to fostering a Board that reflects the diversity and richness of our veteran community. We strongly encourage applications from individuals of all backgrounds, service experiences, and walks of life.

If you believe you satisfy the eligibility criteria (see **Part A**) and share our dedication to serving veterans and their families, please provide the information set in **Part B** by email to companysecretary@rslqld.org using the subject line: 'Director Nomination – [Insert your name]'. Nominations must be submitted by no later than **5pm AEST Friday 20 March 2026**.

Your unique perspective and experience can help shape the future of RSL Queensland and strengthen our mission.

Part A Position Description

Who we are

RSL Queensland is the largest ex-service organisation in Queensland, with more than 230 Sub Branches across 10 Districts, offering advice, support and camaraderie to all current and former Australian Defence Force members and their families. Since its beginning in 1916, RSL Queensland

Verification of Eligibility Criteria

RSL Queensland will engage the Windsor Group, an independent third party, to verify the information you have provided. The Windsor Group will confirm that applicants satisfy the Skills-based Criteria before their nomination is put to members for a vote, and that the process to identify eligible candidates to stand for election as a Skills-based Director is appropriately conducted and independent of organisational influence.

The Windsor Group may also assist RSL Queensland in verifying that applicants meet the Eligibility Criteria (which may include a criminal history check).

By submitting your application, you consent to RSL Queensland providing your information to the Windsor Group (or another independent third party engaged to assist RSL Queensland) to verify that you satisfy the Eligibility Criteria listed above and will assist the Windsor Group in this regard.

has supported Queensland's Defence family. Over the past 109 years, we have proudly upheld our [Objects](#) by helping veterans and their families.

As a not-for-profit organisation, our mission is to provide care, commemoration and camaraderie to enable veterans and their families to live with dignity and respect – it is our guiding light and underpins all that we do. Our [2030 Strategy on a Page](#) outlines our intent to provide increased support to more veterans and their families, promote wider recognition of our service people's legacy, and offer a sense of belonging and purpose to all in the veteran community.

The Board

RSL Queensland is currently governed by a board of nine (9) Directors, comprising:

- Three executive officers elected by the members:
 - State President (Board Chair)
 - Deputy President (Deputy Chair)
 - Vice President (Vice Chair)
- Four directors elected based on the skills and expertise identified by the Board as being required to meet the organisation's needs (**Skills-Based Directors**)
- The Chair of the State Council of District Presidents
- One Board Appointed Director¹

Details of the current Board can be found on our website - [Board of Directors | About Us | RSL Queensland](#).

The Board is responsible for guiding RSL Queensland to achieve its vision and strategic objectives, in an ethical, legal, and sustainable manner. They oversee, constructively challenge and hold to account, management in their implementation of the strategy within RSL Queensland's governance framework and the risk appetite set by the Board.

The Board has established the following Committees to assist in the performance of its functions:

1. State Council of District Presidents
2. Audit & Risk Committee
3. Nominations, Remuneration & Board Governance Committee
4. Services & Clinical Governance Committee

Key Responsibilities and Duties

- **Strategic Guidance:** Drive the strategic direction and governance of RSL Queensland on behalf of the members by collaborating with the executive team and fellow board members to develop and review RSL Queensland's strategic goals, plans, and initiatives.
- **Governance and Compliance:** Ensure that the company complies with all applicable laws, regulations, and corporate governance standards. Review and approve important policies and procedures and ensure appropriate compliance frameworks are operating effectively, including but not limited to those relating to:
 - equal employment opportunity

¹ The Board has the right to appoint up to two Appointed Directors

- work health & safety
- regulatory compliance
- privacy
- environment; and
- security.
- **Risk Management:** Set RSL Queensland's risk appetite and assess and monitor RSL Queensland's risk profile, including financial, strategic, operational, legal, reputational, clinical and social service risks. Ensure that appropriate risk management systems, internal control and reporting systems are in place and operating effectively.
- **Performance and Financial Oversight:** Monitor and review financial statements, budgets, and key performance indicators to assess the organisation's health and performance. Accounting to members and other key stakeholders for RSL Queensland's performance.
- **CEO Appointment and Oversight:** Appointing the CEO and monitoring the CEO's performance against established performance objectives and providing guidance and mentoring when appropriate and required. Accounting to members and other key stakeholders for RSL Queensland's performance.
- **Culture and Values:** Set and monitor the culture and values of the organisation (see [RSL Queensland's Code of Conduct](#)), uphold ethical standards, act with the utmost integrity and objectivity, always striving to enhance the reputation and performance of RSL Queensland.
- **Board Evaluation:** Participate in the evaluation of the board's performance, as well as the performance of individual directors and the executive team.
- **Conflict of Interest:** Disclose any potential conflicts of interest and abstain from voting on matters where a conflict may exist.
- **Continuing Education:** Stay informed about industry trends, regulatory changes, and best practices in corporate governance through ongoing education and training.

As RSL Queensland is a registered charity, Directors are responsible for ensuring that RSL Queensland operates in accordance with the [ACNC Governance Standards](#) and that as individuals they comply with the duties detailed in [Governance Standard 5](#).

Experience, Expertise and Personal Attributes

The Board has developed a Board Skills / Competency Matrix (see **Annexure A**), which outlines the core skills, expertise, and personal attributes that will help RSL Queensland achieve its mission – now and into the future.

It is not expected that each Director should possess all these skills but rather that through the establishment of a diverse board, all these skills will be presented when taken together as a group. Nonetheless, each Director is individually accountable for ensuring they have the experience and knowledge to ensure the overall governance and strategic direction of RSL Queensland.

The Board Skills Matrix comprises three parts, with Directors expected to fulfill the criteria relevant to their role:

(a) **Part A** is an assessment of **Governance and Industry-Based Skills** which should be held collectively by the Board and is broken down into the following sections:

- (i) **Core Skills & Knowledge - Skills-Based Directors** – these are the skills & knowledge identified by the Board as the core skills to be satisfied by the four skills-based director roles.
- (ii) **Corporate Experience - Skills-Based Directors** – the skills designated as “Essential” are the skills that collectively the four skills-based director roles are to possess.
- (iii) **Industry Skills - Skills-Based Directors** – the skills designated as “Essential” are the skills that collectively the four skills-based director roles are to possess.
- (iv) **Industry Skills – Executive Officers** – it is expected that, collectively, the Executive Officers will possess the skills designated as “Essential”.

(b) **Part B** is a description of the **Behavioural Competencies** that all Directors of the Board (including Executive Officers) should be expected to possess.

(c) **Part C** contains observations regarding the **Diversity and Non Skills-Based Board Attributes**.

Expectations

- Attend approximately 8 board meetings and serve on at least one board committee per year – and associated preparation. Board meetings are held in Brisbane on Thursdays for 3-5 hours.
- Attend the annual Board Strategy Workshop and RSL Queensland State Congress/Annual General Meeting.
- Directors may also be expected to attend RSL Queensland events such as Remembrance Day, District Branch Annual General Meetings and other board-related activities as might reasonably be required.

It is estimated that Directors are required to commit 20 days per annum to their role inclusive of all preparation and travel time.

Term

The initial term will be for a three-year period from the date of election or appointment.

Remuneration and benefits

Directors are remunerated for their time and expertise in accordance with RSL Queensland’s Director and Committee Remuneration Policy. Directors may choose to serve as volunteers and not be remunerated.

RSL Queensland is committed to supporting its Board by offering internal professional development sessions, as well as reasonable funding for external training and professional membership fees. Directors who have not undertaken the Australian Institute of Company Directors’ Course on joining the Board will be encouraged to undertake that course, or a similar course offered by the Governance Institute of Australia. This will be funded by RSL Queensland.

Eligibility Criteria

All Directors (regardless of their role) must satisfy the following criteria:

1. possess the skills and experience relevant to the role for which they applied;
2. be at least 18 years of age;

3. be a current Service Member or Life Member of RSL Queensland;
4. not be on the Miscellaneous List of Members or the Unattached List of Members;
5. not be an officer of a District Branch or Sub Branch (or will resign from your role if elected to the role of Director at RSL Queensland);
6. not be disqualified under the *Corporation Act 2001* or by the Australian Charities Not-for-profit Commission or ineligible to be a director under the *Associations Incorporation Act 1981* (Qld)²;
7. be able to obtain a valid working with children's check before taking office;
8. be a fit and proper person of good standing (and do not have any adverse findings against you by the RSL Queensland Tribunal);
9. not be subject to any of the circumstances listed in rule 9.42 of the RSL Queensland Constitution; and
10. not otherwise be ineligible under the terms of the RSL Queensland Constitution (e.g., an existing director who has held office for the maximum allowable period pursuant to rule 9.24).

Further information

For further information about the position please contact: CompanySecretary@rslqld.org

² Under the *Associations Incorporation Act 1981* (Qld) a person is ineligible from being on a Board/Management Committee if:

- they have been convicted of an offence on indictment, or summarily and sentenced to imprisonment, other than in default of payment of a fine; and
- the rehabilitation period in relation to the conviction has not expired

Annexure A - Skills / Competency Matrix

PART A – COLLECTIVE SKILLS

Skill Area	Description
1. Core Skills & Knowledge - Skills-Based Directors	
Strategic oversight	Experience in identifying and evaluating strategic opportunities and risks, with an ability to contribute to the development and implementation of strategic objectives and to monitor organisational performance to ensure alignment with RSL Queensland's mission and long-term goals.
Financial Performance	Possesses qualifications and experience in finance and/or accounting, and experience in interpreting financial statements, assessing financial viability, and contributing meaningfully to strategic financial planning. Ability to oversee funding arrangements with a focus on transparency and accountability, and to guide investment decisions and capital allocation in a way that supports RSL Queensland's sustainability and impact.
Legal, Risk & Compliance oversight	Possesses qualifications and experience in law, with ability to identify and assess key risks across legal, regulatory, and operational areas. Familiar with the legal and regulatory environment governing not-for-profit and veteran-serving organisations and have experience overseeing compliance frameworks to ensure ethical and lawful operations.
Community Engagement and Advocacy	Is well-regarded within the veteran and broader community and maintains strong networks with relevant organisations, service providers, and advocacy groups. Ability to build trusted relationships with veterans and broader communities, advocate effectively on their behalf, and manage community perceptions.
Government Relations and Public Policy	Skilled in navigating governmental structures, influencing policy outcomes, and representing organisational interests at local, state, and federal levels.

Skill Area	Description
Corporate Governance	Possesses sound knowledge and experience in corporate governance, particularly within the not-for-profit sector with an ability to apply this expertise to support continuous improvement in RSL Queensland's governance practices, ensuring transparency, accountability, and alignment with RSL Queensland's mission.
People and Culture	Experience in overseeing workplace culture and people management, including succession planning, talent development, industrial relations matters and employee engagement. Understands the importance of fostering an inclusive and diverse environment and ability to contributing to the development of remuneration frameworks that reflect fairness and strategic alignment.
Corporate Leadership	Executive or senior management experience from a large, complex organisation, with a proven track record in leading people and successfully implementing organisational change with a leadership style that supports collaboration, innovation, and mission-driven outcomes.
Board Director and/or Board Committee experience	Prior experience serving as a Director on boards—whether in the not-for-profit, for-profit, or other sectors—or has contributed meaningfully to board committees. Has a strong understanding of governance responsibilities and the ability to work effectively within a board structure.
2. Industry Skills – Skills-Based Directors	
Product development and innovation	Demonstrates an understanding of the current drivers of product development and innovation within the charitable lotteries and human or social services sectors. Experience in delivering new product offerings that respond to market demand, achieve market leadership, or leverage opportunities for innovation, including through the use of emerging technologies.
Service Delivery	Knowledge and experience in the provision of human, social and/or allied health services, including clinical leadership, governance, and adherence to safety and quality standards. Understands performance measurement and reporting frameworks within these sectors and holds current, relevant qualifications in clinical or service delivery fields.
Commercial experience	Brings a broad range of commercial and business experience, ideally gained in large consumer-facing organisations. Expertise spans communications, marketing, branding, and business systems, with a focus on operational improvement and strategic growth.

Skill Area	Description
Digital, data and technology	Possesses knowledge of IT governance, including privacy, data management, and cybersecurity. Understands how to identify, assess, and implement digital technologies and innovations, and experienced in leveraging data and responding to digital disruption to enhance organisational effectiveness.
Marketing and Brand	Professional experience in brand, marketing, or communications with a solid understanding of marketing principles and communication strategies that support engagement and visibility within the veteran and broader community.
3. League Skills – Executive Officers (President, Deputy President and Vice Presidents)	
Defence Force and Veteran Affairs Knowledge	Experience supporting Defence families and engaging with stakeholders such as government agencies and Ex-Service Organisations, maintaining strong and ongoing connections with the broader Defence community.
Connection to Community	A strong connection to and understanding of the local and national veteran community, with a focus on building relationships and strengthening community ties. An appreciation for the diverse backgrounds and experiences within the veteran community, and a commitment to fostering an inclusive environment that respects all members.
Board Director and/or Board Committee experience	Experience serving on RSL boards, including District and Sub Branch boards, and may have held leadership roles such as Chair. Equipped with a deep understanding of governance responsibilities and board dynamics.
Member experience	Experience in member-based organisations and understands the diverse needs and expectations of members, particularly within the veteran community.
Volunteering	Strong background in volunteering having actively participated in volunteer committees, reflecting a strong commitment to community service and grassroots engagement.

PART B – BEHAVIOURAL COMPETENCIES

Attributes	Description
Commitment to Service	A strong personal dedication to serving others, particularly those who have served in the Defence Force. This includes a visible dedication to RSL Queensland's values, purpose, and strategic direction and a willingness to contribute time, energy, and expertise for the benefit of the veteran community.
Integrity and accountability	<p>A strong commitment to:</p> <ul style="list-style-type: none"> • understanding and fulfilling the duties and responsibilities of a director, actively engaging in ongoing learning and development. • prioritising RSL Queensland's interests above any personal interests • being transparent and declaring any activities or conduct that might be a potential conflict • maintaining confidentiality.
Ethical Judgement	The ability to make decisions guided by integrity, fairness, and transparency, especially when navigating complex or sensitive issues.
Strategic and Innovative Thinker	Capacity to analyse complex issues, identify key challenges, and propose creative and forward-thinking solutions with an ability to think long-term and contribute to shaping the future direction and sustainability of RSL Queensland in a way that honours its history and mission and adapts to evolving needs.
Effective Communicator and Listener	Active and respectful listener who values diverse perspectives, particularly those of fellow veterans and stakeholders. Ability to engage in constructive dialogue, present well-reasoned viewpoints, and communicate clearly and effectively with a wide range of individuals and groups.
Thoughtful Questioner	Shows a willingness to ask insightful questions and challenge management and other Directors in a respectful and constructive manner with ability to support informed decision-making by encouraging robust discussion and critical thinking within the board.
Influencer and Advocate	Possesses the ability to negotiate outcomes that reflect the best interests of RSL Queensland and the veteran community. Skilled in garnering stakeholder support for board decisions and initiatives.

Attributes	Description
Resilience and Adaptability	The capacity to remain focused and effective in the face of challenges, change, or uncertainty

PART C – DIVERSITY & NON-SKILLS BASED CRITERIA

Attributes	Description
Gender Diversity	Where possible, gender diversity on the Board should be reflective of the balance of gender diversity within the veteran community and the RSL Queensland membership.
Defence Diversity	Where possible, diversity of service backgrounds should be reflective of the balance of Defence service experience within the veteran community and the RSL Queensland membership.
Geographical Diversity	Highly desirable that directors have a strong link to the League network throughout Queensland.
Geographical and Cultural Diversity	Where possible, cultural diversity on the Board that is reflective of cultural diversity within the RSL Queensland membership.
Age	Some age diversity should be sought among directors to bring different generational perspectives to the Board's deliberations.

Part B Application and Nomination Form

Nominations **must** be submitted:

- By email to companysecretary@rslqld.org
- Using the subject line: 'Director Nomination – [Insert your name]'
- By no later than **5pm AEST Friday 20 March 2026**

You must complete all sections within this form and submit the information detailed as follows. Failure to do so may result in rejection of your nomination.

Requirement

- Completed Application Form (contained below)
- Completed Competency Matrix (contained below)
- Covering Letter / resume / Curriculum Vitae (no longer than 2 pages, using size 11 Arial font) that addresses the following:
 - how you meet the Selection Criteria (including your educational qualifications, relevant skills, experiences and attributes, and any previous director, secretary or other committee experience);
 - describes your vision for RSL Queensland's future and how you align with its mission and values;
 - highlights your commitment to supporting members, fostering collaboration, and advancing RSL Queensland's goals;
 - provides a brief summary of your military history; and
 - includes any other information you feel is relevant to your application.
- Completed Nomination Form (contained below)
- Signed Acknowledgement and Consent (contained below)
- A high-resolution professional photo of yourself which will be used in member communications



Application for Skills-based Director

Personal Details

Surname

First names

Preferred name

Honours and awards (if applicable)

League Details

District Branch

Sub Branch

Period of League Membership

Date from

Date to

Sub Branch

Details of League Service (e.g., Board/Committee roles, appointment as Delegate)

Date from

Date to

Role

(Please attach a separate page if required)

Experience and Expertise – Competency Matrix

Please indicate your level of experience for each of the competencies listed below using the following as a guide:

Rating	Description	Indicators / Examples
0 – No Experience or Exposure	The Director has no knowledge, qualifications, or practical experience in this skill area.	<ul style="list-style-type: none"> Has not participated in relevant training or governance discussions Unable to contribute meaningfully to decisions in this area.
1 – Basic Awareness / Developing	The Director has a basic understanding gained through limited exposure or introductory training.	<ul style="list-style-type: none"> Can engage in high-level discussions but requires guidance Actively building capability through learning or limited practice - Example: Attended training on risk management but has not applied it extensively.
2 – Competent / Applied Experience	The Director has relevant qualifications or solid experience and can apply the skill effectively.	<ul style="list-style-type: none"> Confidently interprets information, asks informed questions, and contributes constructively Does not rely heavily on external advice in this area - Example: Can interpret financial statements and provide meaningful oversight.
3 – Advanced Expertise / Leadership	The Director is highly experienced and often regarded as an expert in this area.	<ul style="list-style-type: none"> Leads board discussions and provides strategic insights Mentors other board members in this skill. Anticipates trends and risks, guiding proactive decision-making - Example: Successfully overseen organisational transformation initiatives.
4 – Specialist / Authority	The Director is recognised as a subject matter authority or thought leader in this area.	<ul style="list-style-type: none"> Frequently sought externally for expertise Brings innovative strategies and shapes industry best practice - Example: Former regulator or nationally recognised expert in cybersecurity or ESG governance.



Competencies Please see page 7 for details of the skills included in each competency\	Director, executive leadership and/or C-suite experience				
	None	Developing	Competent	Advanced	Specialist
Essential					
Strategic Oversight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People and Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Desirable					
Board Director and/or Board Committee Member experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal, Risk & Compliance oversight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Engagement and Advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government Relations and Public Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product development and innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service Delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commercial experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital, data and technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing and Brand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Nomination Form

In accordance with the RSL Queensland Constitution, each candidate for election as a Director must be nominated/proposed by a Service Member or Life Member and seconded by another Service Member or Life Member.

Proposer Details and Signature

Surname

First names

Preferred name

Honours and awards (if applicable)

District Branch

Sub Branch

Signature

Date

Seconder Details and Signature

Surname

First names

Preferred name

Honours and awards (if applicable)

District Branch

Sub Branch

Signature

Date



Acknowledgement and Consent

I,

acknowledge and agree that:

	Yes	No
I consent to being nominated for election as a Skills-based Director of RSL Queensland, and if elected, will act as a Director of RSL Queensland and sign an Engagement Agreement with RSL Queensland.	<input type="checkbox"/>	<input type="checkbox"/>
I satisfy all Eligibility Criteria, including that:	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> • I am not disqualified from managing a corporation within the meaning of the <i>Corporations Act 2001</i> (Cth). • I have not been disqualified by the ACNC at any time from being a responsible person of a registered charity. • I am not ineligible to be a director under the <i>Associations Incorporation Act 1981</i> (Qld). • I am able to obtain a valid working with children's check before taking office. 		
I have read and understood the Position Description contained in Part A (including the Skills / Competency Matrix).	<input type="checkbox"/>	<input type="checkbox"/>
I am willing to uphold the RSL Queensland values and objects (as contained in the <u>Code of Conduct</u> and <u>Constitution</u>).	<input type="checkbox"/>	<input type="checkbox"/>
If elected, I will hold office for a term of 3 years from the date of appointment.	<input type="checkbox"/>	<input type="checkbox"/>
I have familiarised myself with the requirements, if elected, under both the <u>ACNC Governance Standards</u> and <u>Governance for good: A guide for Responsible People ACNC</u> .	<input type="checkbox"/>	<input type="checkbox"/>
If I hold a position as an officer of Sub Branch or District Branch, I will resign from this position/s if elected as Director of RSL Queensland.	<input type="checkbox"/>	<input type="checkbox"/>
I consent to this form and accompanying information (including your resume/Curriculum Vitae and photo) being made publicly available to members for the purpose of informing them regarding my nomination if I am deemed to be a suitable candidate (see also the Privacy Collections Notice).	<input type="checkbox"/>	<input type="checkbox"/>
I consent to The Windsor Group and RSL Queensland undertaking those searches required to verify that I satisfy the Eligibility Criteria, including a criminal record check, and will assist The Windsor Group in this regard.	<input type="checkbox"/>	<input type="checkbox"/>

(Applicant signature)

(Date)