

Application for Skills-based Director



Personal Details

Surname	Olding
First names	Meegan
Preferred name	
Honours and awards (if applicable)	Legion of Merit (USA), Commendation for Distinguished Service +

League Details

District Branch	Moreton
Sub Branch	Goodna

Period of League Membership

Date from	Date to	Sub Branch
2026	Present	Goodna

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

Date from	Date to	Role
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(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 checked="" type="checkbox"/>
Corporate Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People and Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Desirable					
Board Director and/or Board Committee Member experience	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal, Risk & Compliance oversight	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community Engagement and Advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Government Relations and Public Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Product development and innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Service Delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Commercial experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Digital, data and technology	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing and Brand	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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	Hill
First names	Scott
Preferred name	Scott
Honours and awards (if applicable)	CSM
District Branch	
Sub Branch	Gaythorne
Signature	scott.hill  Digitally signed by scott.hill Date: 2026.03.20 14:26:22 +10'00'
Date	3/20/26

Seconder Details and Signature

Surname	Anstey
First names	Crispin John
Preferred name	Cris
Honours and awards (if applicable)	CSC
District Branch	South Eastern
Sub Branch	Ashgrove Bardon
Signature	Cris Anstey  Digitally signed by Cris Anstey Date: 2026.03.20 15:03:54 +10'00'
Date	3/20/26

Acknowledgement and Consent

I, **Meegan Bernadette Olding**

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 checked="" type="checkbox"/>	<input type="checkbox"/>
I satisfy all Eligibility Criteria, including that: <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. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I have read and understood the Position Description contained in Part A (including the Skills / Competency Matrix).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to uphold the RSL Queensland values and objects (as contained in the Code of Conduct and Constitution).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
If elected, I will hold office for a term of 3 years from the date of appointment.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I have familiarised myself with the requirements, if elected, under both the ACNC Governance Standards and Governance for good: A guide for Responsible People ACNC .	<input checked="" 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 checked="" 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 checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>

**Meegan
Olding**

Digitally signed by
Meegan Olding
Date: 2026.03.20
15:32:34 +10'00'

(Applicant signature)

3/20/26

(Date)

Meegan Olding
Brisbane, QLD | +61 438 395 913 | meeganbolding@gmail.com
20 March 2026

Selection Panel
RSL Queensland

Dear Selection Panel,

I am writing to nominate for the position of Skills-Based Director with RSL Queensland.

With over 30 years of service in the Australian Defence Force, culminating as a Colonel and Division Chief within the United States Joint Staff in the Pentagon, I have led complex, multinational strategic programs aligned to government priorities and Defence capability outcomes. I remain an active Army Reservist and have recently assumed the role of Colonel Commandant, Royal Australian Corps of Transport (South Queensland), maintaining a strong connection to the Defence and veteran community. In parallel, my current role as a Strategic Advisor has strengthened my commercial acumen, governance capability, and experience supporting organisational transformation within regulated environments.

I bring extensive experience in strategic oversight, governance, risk management, and stakeholder engagement, including responsibility for multi-year programs, financial oversight, contracts, and high-value asset management. I have also led the development of integrated strategies across government and international partners. In addition, I provide strategic oversight to my family's business, WA Project Waterproofing, including P&L, workforce management, and governance.

I remain actively engaged in the veteran community and founded *The Debrief* in response to a recognised gap in informal connection opportunities. The initiative brings veterans together to foster support, shared experience, and enduring connection.

I am a graduate of the Australian Institute of Company Directors and bring the ability to contribute immediately at Board level through strategic insight, governance expertise, and informed, independent judgement. I am particularly interested in supporting RSL Queensland to continue evolving its services, strengthening engagement with contemporary veterans, and ensuring sustainable, high-quality support for members and their families into the future.

I am committed to contributing constructively, fostering collaboration, and supporting the Board in delivering long-term strategic value.

Yours sincerely,

Meegan Olding

MEEGAN OLDING

Strategic Advisor | Former Army Colonel | AICD Graduate

SUMMARY

Senior Defence and commercial leader with 30+ years' experience delivering complex strategic programs across government, Defence, and industry. Expertise in governance, risk, stakeholder engagement, and large-scale program delivery.

KEY EXPERIENCE

Strategic Advisor (2025–Present)

- Advising organisations on strategy, governance, and transformation within regulated environments

Australian Army (1995–2025)

30-year career progressing from enlisted soldier to commissioned officer, culminating in senior leadership roles across operations, training, and strategic planning. Key appointments include:

- **Colonel; Division Chief, US Joint Staff (Pentagon) (2021-2024):** Led multinational strategy and capability integration across allied nations
- **Commanding Officer, Joint Logistics Unit South Queensland (2018–2019):** Led a 350-strong integrated workforce to deliver critical logistics and sustainment support across multiple Defence locations
- Operational experience including 3 Middle East deployments, 1 United Nations mission, and 1 Humanitarian Assistance and Disaster Relief (HADR) deployment

GOVERNANCE & BOARD CAPABILITY

- Graduate, Australian Institute of Company Directors
- Extensive experience in governance, compliance, risk, and financial oversight
- Strong exposure to senior decision-making forums and executive leadership environments

COMMERCIAL & FINANCIAL EXPERIENCE

- Oversight of large-scale Defence budgets, contracts, and high-value assets
- Strategic oversight of family business, WA Project Waterproofing (P&L, workforce, governance)

COMMUNITY ENGAGEMENT

- Founder, The Debrief (veteran connection initiative)
- Active Army Reservist; Colonel Commandant (RACT South Queensland)

EDUCATION

- Master of Military Arts and Science: Command and General Staff College, Kansas, USA
- Master of Arts in Military Operations: Command and General Staff College, Kansas, USA
- Bachelor of Professional Studies: University of New England, Armidale, NSW

AWARDS

- US Legion of Merit (2024)
- Commendation for Distinguished Service (2021)