



# Skills-based Director 2025

*Information Pack – Application and Nomination Form*



**RSL**  
Queensland

## Introduction

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 has supported Queensland's Defence family. Over the past 108 years, we have proudly upheld our [Objects](#) helping veterans and their families.

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 Position

The role of a Skills-based Director is up for election at the 2025 AGM. The Board is seeking applicants that have extensive experience in **stakeholder engagement** and **advocacy** and the requisite skills, expertise, and personal attributes as set out in the Position Description contained in Annexure A and Skills Matrix contained in Annexure B (collectively, the **Selection Criteria**).

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

- advancing the interests of RSL Queensland with government and key stakeholders; and
- assisting in strategic stakeholder and sector engagement, advocacy, communications and public relations.

The successful candidate will be elected as Director for a three-year term.

While this is a volunteer position, it offers an exciting opportunity to contribute to the wellbeing veterans and their families with the largest ex-service organisation in Australia.

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.

## Eligibility Criteria

To be considered for this role you must:

1. have extensive experience in **stakeholder engagement** and **advocacy**, with relevant professional qualifications and recent commercially relevant experience and leadership in this area;
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)<sup>1</sup>;
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).

If you meet these eligibility requirements, please proceed to complete the Application and Nomination Form.

### Verification of Eligibility Criteria

In order to maintain good governance and ensure that applicants satisfy the Eligibility Criteria, RSL Queensland may engage an independent third-party, [Directors Australia](#), to assist in verifying that applicants meet the Eligibility Criteria.

Directors Australia will also verify the information provided by each applicant in order to confirm that the applicants satisfy the Skills-based Criteria before their nomination is put to members for a vote.

By submitting your application, you consent to Directors Australia and RSL Queensland undertaking those searches required to verify that you satisfy the Eligibility Criteria listed above, including a criminal record check, and will assist Directors Australia in this regard.

Directors Australia will ensure the process to identify eligible candidates to stand for election as a Skills-based Director is appropriately conducted and independent of organisational influence.

#### Privacy Collections Notice

RSL Queensland is collecting the personal information you supply on this form for the purpose of verifying your eligibility for the Director position and, if eligible, informing RSL Queensland members of your nomination. This information may be provided to Directors Australia and any other third party assisting RSL Queensland in this matter, and if you are eligible for the role, your information will be made available on RSL Queensland's website. By submitting your application and accompanying information you are giving consent for your personal information to be published on the RSL Queensland website and made available to RSL Queensland members.

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<sup>1</sup> 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

## Application and Nomination Form

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

Nominations **must** be submitted:

- By email to [companysecretary@rslqld.org](mailto:companysecretary@rslqld.org)
- Using the subject line: 'Director Nomination – [INSERT YOUR NAME]'
- By no later than **5pm AEST Friday 21 March 2025**

	Requirement
<input type="checkbox"/>	Completed Application Form (contained below)
<input type="checkbox"/>	Completed Competency Matrix (contained below)
<input type="checkbox"/>	Covering Letter (no longer than 2 pages, using size 11 Arial font) that addresses the following: <ul style="list-style-type: none"> <li>• how you meet the Selection Criteria;</li> <li>• describe your vision for RSL Queensland's future and how you align with its mission and values;</li> <li>• highlight your commitment to supporting members, fostering collaboration, and advancing RSL Queensland's goals;</li> <li>• provide a brief summary of your military history; and</li> <li>• include any other information you feel is relevant to your application.</li> </ul>
<input type="checkbox"/>	A copy of your resume / Curriculum Vitae (no longer than 2 pages, using size 11 Arial font) that outlines your educational qualifications, relevant skills, experiences and attributes, highlighting any previous director, secretary or other committee experience.
<input type="checkbox"/>	Completed Nomination Form (contained below)
<input type="checkbox"/>	Signed Acknowledgement and Consent (contained below)
<input type="checkbox"/>	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:

**Developing** – limited knowledge of the subject, limited experience.

**Advanced** – high level knowledge in all aspects of the subject, extensive experience.

**Competent** – good level of knowledge in all aspects of the subject, enough experience to deal with unforeseen issues.

**Expert** – extensive knowledge of the subject, demonstrates high level, extensive expertise.

Competencies  <i>Further details of the skills included within each competency are provided in the Board Skills Matrix in Annexure B.</i>	Director, executive leadership and/or C-suite experience				
	None	Developing	Competent	Advanced	Extensive
<b>Required Skills</b>					
Board Director and/or Board Committee Member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government Relations, Advocacy, and Policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Partnerships and Sponsorships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Desired Skills</b>					
Risk Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Literacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategy Development	<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"/>
Program Evaluation and Impact	<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"/>
Business Transformation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology, Cyber and Digital	<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.

<b>Proposer Details and Signature</b>	
Surname	
First names	
Preferred name	
Honours and awards (if applicable)	
District Branch	
Sub Branch	
Signature	
Date	
<b>Secunder Details and Signature</b>	
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 <b>Skills-based Director</b> 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: <ul style="list-style-type: none"> <li>I am not disqualified from managing a corporation within the meaning of the <i>Corporations Act 2001</i> (Cth).</li> <li>I have not been disqualified by the ACNC at any time from being a responsible person of a registered charity.</li> <li>I am not ineligible to be a director under the <i>Associations Incorporation Act 1981</i> (Qld).</li> <li>I am able to obtain a valid working with children's check before taking office.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
I have read and understood the Selection Criteria (including the Position Description contained in Annexure A and Skills Matrix contained in Annexure B).	<input type="checkbox"/>	<input type="checkbox"/>
I am willing to uphold the RSL Queensland values and objects (as contained in the <a href="#">Code of Conduct</a> and <a href="#">Constitution</a> ).	<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 <a href="#">ACNC Governance Standards</a> and <a href="#">Governance for good: A guide for Responsible People   ACNC</a> .	<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 Directors Australia and RSL Queensland undertaking those searches required to verify that I satisfy the Eligibility Criteria, including a criminal record check, and will assist Directors Australia in this regard.	<input type="checkbox"/>	<input type="checkbox"/>

\_\_\_\_\_  
(Applicant signature)

\_\_\_\_\_  
(Date)

## Annexure A Director Position Description

### Role of the RSL Queensland Board and Board Committees

The RSL Queensland Board is accountable to members for ensuring that RSL Queensland achieves its vision, purpose, and strategic and business objectives in an ethical, legal, and sustainable manner.

RSL Queensland is governed by a Board comprising:

- three executive elected board positions held by the State President, Deputy President, and Vice President.
- four directors elected based on skills, expertise and personal attributes that have been identified and endorsed by the board; and
- the Chair of the State Council of District Presidents who will represent the interests of the District Presidents.
- Board Appointed Directors (A maximum of two)

There are three Board Committees to support and enable the board in performance of its functions. These are the Audit and Risk Committee, the Nomination, Remuneration & Board Governance Committee and the Investment Committee.

The Board's functions include the following:

- setting, through its behaviour and expectations its sets for the CEO, an appropriate organisational culture for RSL Queensland.
- setting the overall strategic direction and plans of RSL Queensland, monitoring management's implementation of that strategy, and providing guidance and mentoring as appropriate.
- monitoring RSL Queensland's operational and financial performance including the approval of annual budgets and verifying annual financial statements.
- monitoring RSL Queensland's compliance with legal and regulatory obligations.
- establishing RSL Queensland's Risk Policy position overseeing business activity to ensure it remains within the guardrails of the Board approved Risk Appetite Statement.
- appointing the CEO and monitoring the CEO's performance against established performance objectives and providing guidance and mentoring when appropriate and required; and
- accounting to members and other key stakeholders for RSL Queensland's performance.

### Director's Duties

Directors are expected to ensure 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](#) summarised as:

- to act with reasonable care and diligence
- to act honestly and fairly in the best interests of the charity and for its charitable purposes
- not to misuse their position or information they gain as a Responsible Person
- to disclose conflicts of interest
- to ensure that the financial affairs of the charity are managed responsibly, and
- not to allow the charity to operate while it is insolvent.

## Key Responsibilities

Directors' key responsibilities are to:

- drive the strategic direction and governance of RSL Queensland on behalf of the members
- direct, control and conduct the business and affairs of RSL Queensland
- ensure best practice corporate governance
- monitor the performance of RSL Queensland's management
- ensure that appropriate risk management systems, internal control and reporting systems and compliance frameworks are in place and are operating effectively; and
- monitor and report financial results.

Directors are also ultimately responsible for ensuring compliance of RSL Queensland's officers and employees with other company policies including:

- equal employment opportunity
- work health & safety
- regulatory compliance
- privacy
- environment; and
- security.

## Experience and Expertise

The Board makes collegiate decisions, and each Director is individually accountable for ensuring they have the experience and knowledge to ensure the overall governance and strategic direction of the organisation.

While each Director may have deep experience/expertise in a particular area it is expected that all Directors have a contemporary knowledge of all areas to the level required to make well informed decisions.

The Board Skills Matrix provides the requisite collective skills, expertise, and personal attributes required for the Board to undertake its duties and responsibilities as outlined below:

- strategy development and execution (including marketing)
- accounting and finance (including investments)
- people, engagement, and culture
- legal, governance, compliance, and risk management particularly in relation to highly regulated environments
- external influence and advocacy
- commercial brand and marketing
- transformation and change management
- technology, digital and data; and
- experience serving on other Boards previously, particularly not-for-profits.

## Personal Attributes

Directors should possess the following personal attributes:

- high levels of integrity, dependability, and accountability

- self-mastery and awareness
- ability to think strategically and creatively
- solution champions
- collaborative working style
- purpose driven
- ability to communicate, influence, effectively challenge and negotiate
- willingness to adapt to and champion change; and
- a desire to grow own skills and experience in the interest of continuous improvement.

### **Ethical Standards, Code of Conduct Policies and Governance**

The Board of Directors is committed to conducting all business activities, legally, ethically and in accordance with the highest standards of integrity and propriety. All Directors are expected to act with the utmost integrity and objectivity, always striving to enhance the reputation and performance of RSL Queensland. They must perform their duties in a lawful, objective, and professional manner.

RSL Queensland's Code of Conduct guides the way we do business by clearly stating our principles, standards, and expectations. The Code is a public statement of RSL Queensland's philosophy and clearly enunciates business ethics, social responsibility, and the required standards of conduct by all RSL Queensland people.

As noted above compliance with the ACNC Governance Standards is a key accountability of Directors, one helps to maintain the community's trust in the RSL Queensland, which is important for the organisation's sustainability, and its social licence to operate.

### **Expectations**

Directors are expected to attend all board meetings unless they have a reasonable excuse. In this regard, the Board meets approximately 8 times per annum usually in Brisbane for 3-5 hours.

Directors may be expected to:

- participate in at least one board committee (most board committees meet quarterly)
- attend the board strategy workshops (approximately once per annum)
- attend RSL Queensland events such as Remembrance Day
- participate in regular board and individual performance evaluations (annual)
- undertake professional development (ongoing)
- attend the annual general meeting; and
- engage in 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.

Directors do not receive remuneration. However, in accordance with the RSL Queensland constitution, reasonable out of pocket expenses (including one professional membership) associated with attending to board matters are met by RSL Queensland.

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

### **Further information**

For further information about the position please contact: [CompanySecretary@rslqld.org](mailto:CompanySecretary@rslqld.org)

## Annexure B RSL Queensland Board Skills Matrix

The Skills Matrix provides a list of skills and competencies that assists to optimise RSL Queensland's Board, now and into the future, and help RSL Queensland achieve its mission to support veterans and their families.

Competency	Skill
<b>Board Director and/or Board Committee experience</b>	Experience on other RSL boards (e.g., District and Sub Branch boards) as a Director.
	Experience on other boards as a Director (not-for-profit, for profit or other).
	Experience as a Chair.
	Executive leadership and/or C-suite experience.
<b>Governance</b>	Understanding of legal and regulatory requirements for non-profits (e.g. the ACNC).
	Knowledge of board governance principles and best practices.
	Ability to ensure an organisation's compliance with applicable laws and regulations.
<b>Financial Literacy</b>	Understanding of accounting and financial concepts including cash flows, assets, inventory, short and long- term debt, balance sheets, income types, budgeting processes, financial planning, investment portfolio management and accounting data.
	Ability to interpret financial data and perform financial analysis.
<b>Risk Management</b>	Understanding of the principles and application of risk management in the consideration of strategic decisions; events that could occur, risk appetite and consequence.

Competency	Skill
<b>Strategy Development</b>	Professional experience in strategy development or implementation such that the strategic principles, terminology and methodology used are understood.
<b>Government Relations, Advocacy, and Policy</b>	Knowledge of public policy issues relevant to the organisation's mission.
	Experience in advocating for policy change at local, regional, or national levels.
	Ability to collaborate with other organisations and grassroots movements to drive change.

<b>People and Culture</b>	Understands key strategic Human Resources (HR) issues (succession planning, talent management, executive compensation, employee/industrial relations, people metrics). Is conversant with modern employee engagement principles and organisational culture leadership and improvement practices.
	Understands Workplace, Health Safety and Wellbeing legislation and its application in the workplace.
<b>Program Evaluation and Impact</b>	Experience in assessing program effectiveness and impact.
	Ability to develop and implement evaluation frameworks.
	Knowledge of outcome measurement and data analysis techniques.
<b>Corporate Partnerships and Sponsorships</b>	Experience in soliciting and securing funds from corporates and donors.
	Knowledge of fundraising strategies and techniques and the ability to develop and implement successful fundraising campaigns.
<b>Marketing and Brand</b>	Professional experience in brand, marketing, or communications with an understanding of marketing and communication principles.

<b>Competency</b>	<b>Skill</b>
<b>Business Transformation</b>	Understanding of transformation and change management concepts, methodology and terminology.
<b>Technology, Cyber and Digital</b>	Understanding of information technology, digital transformation, cyber security, cloud, data management and analytics and how these interact at a strategic level.
<b>Community Engagement</b>	Understanding of the principles and foundations of community engagement to enable collaborative interaction with the community to improve outcomes.