

1 Introduction

In order for the RSL Queensland Board to support the sustainability of RSL Queensland and the achievement of strategic objectives, the general experience, expertise, and personal attributes listed in this artefact are required. It is not expected that each Board Member should possess all of these skills but rather that through the establishment of a diverse Board, all of these skills will be presented when taken together as a group.

Each skill in the sections below includes a rating of essential or desirable. The table below outlines these definitions:

Skill Rating	Definition
Essential	at least 50% of Board members must have this skill
Desirable	at least two Board members must have this skill

Some considerations regarding what might be determined to be experience in a particular skill are included to aid in better understanding the skill definition:

Skill Level	Definition
1	Familiarity with the subject matter – Developing competence. Learning or seeking further input from others
2	Minimum of 5 – 10 years significant practical experience in undertaking the activity at Board, Committee or management level and sound literacy of the subject matter. Competent and good working knowledge and able to ask relevant questions and contribute fully.
3	As well as 10+ years significant practical experience in undertaking the activity at Board, Committee or management level including formal qualification on the subject matter from a tertiary or institution or recognised professional body.

2 General Experience

Skill	Description	Skill Rating
Defence Force and Veteran Affairs Knowledge	<ul style="list-style-type: none"> experience serving in the Australian Defence Force, experience working with Veterans outside of the Australian Defence Force (such as in community support organisations), experience working with and supporting Defence Families, and other stakeholders, and experience maintaining ongoing connection with the Australian Defence Force, relevant government agencies, or Ex-Service Organisations. 	Essential
Volunteering	<ul style="list-style-type: none"> experiencing volunteering, and exposure and involvement in volunteer committees. 	Essential
Large scale business operations	<ul style="list-style-type: none"> experience in large consumer business operations, understanding of consumer trends relating to large scale businesses (e.g., large member associations, lotteries business), held executive roles in large consumer businesses organisations, and exposure to Board level discussions regarding large scale business operations. 	Desirable
Experience serving on other Boards previously, particularly Not for Profits (NFPs)	<ul style="list-style-type: none"> experience on other RSL boards (e.g., District and Sub Branch boards) on which director has served, years served and role, experience on other boards on which director has served (NFP or other), years served and role, and number of boards for which the director was chairperson of another board. 	Desirable

3 Expertise

Skill	Description	Skill Rating
Strategy development	Professional experience in industry or other leagues with regard to strategy development or implementation such that strategic principles, terminology and methodology used for strategy development and implementation are understood.	Essential
Accounting, finance and investing	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. Can interpret financial data and perform financial analysis.	Essential
Legal, governance, compliance, and risk management	Understanding of basic legal procedures including legislation and common law, judicial processes and conventions, organisation constitutions, compliance frameworks/systems, policy and processes, risk management frameworks as well as assurance provided through internal and external auditors.	Essential
External influence and advocacy	Connections / relationships across government and other key stakeholders (members, government departments, politicians, policy makers, other ex-services organisations, and other key stakeholders) with experience in stakeholder engagement.	Essential
People and culture	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.	Desirable
Brand and marketing	Professional experience in brand, marketing, or communications with an understanding of marketing and communications principles.	Desirable
Transformation and change management	Understanding of transformation and change management concepts, methodology and terminology.	Desirable
Technology and cyber security	Understanding of information technology, digital transformation, cyber security, cloud, data management and analytics and how these interact at a strategic level.	Desirable

4 Personal and Behavioural Attributes

In addition to general and specific expertise outlined in the above sections, there are personal and behavioural attributes required in all Board members as outlined in the table below:

Attribute	Description
High levels of integrity, dependability, and accountability	A commitment to: <ul style="list-style-type: none"> • understanding and fulfilling the duties and responsibilities of a director, and maintaining knowledge in this regard through professional development, • putting RSL Queensland’s interests before any personal interests, • being transparent and declaring any activities or conduct that might be a potential conflict, and • maintaining board confidentiality.
Self-mastery and awareness	A desire to contribute back to society and to others and an understanding on how best to help the lives of others and taking steps towards achieving this.
Ability to think strategically and creatively	The ability to critically analyse complex and detailed information, readily distils key issues, and develops innovative approaches and solutions to problems.
Solution champions	The ability to negotiate outcomes and influence others to agree with those outcomes, including an ability to gain stakeholder support for the board’s decisions.
Collaborative working style	The ability to work as part of a team and demonstrate the passion and time to make a genuine and active contribution to the board and RSL Queensland.
Purpose driven	The ability to create a clarity of purpose to gain and sustain employee engagement, motivation, and discretionary effort; through aligning beliefs and values to the organisational vision and objectives.
Ability to communicate, influence, effectively challenge and negotiate	The ability to: <ul style="list-style-type: none"> • listen to, and constructively and appropriately debate, other people’s viewpoints, • develop and deliver cogent arguments, and • communicate effectively with a broad range of stakeholders. The preparedness to ask questions and challenge management and peer directors in a constructive and appropriate way.
Willingness to adapt to and champion change	The ability to think critically, be open to feedback, embrace new ideas and change.

5 Demographic and non-skills based criteria

The table below outlines key demographic and non-skills based criteria required within the RSL Queensland board composition:

Criteria	Assessment
Gender	<ul style="list-style-type: none"> aspiration is to achieve an appropriate gender representation, reflective of League/community, noting all appointments are to be made on merit.
Geographical context	<ul style="list-style-type: none"> highly desirable that directors understand the challenges faced by regional and rural Queensland as well as the South East.
Age	<ul style="list-style-type: none"> a satisfactory diversity of age should be maintained to ensure generational nuances are represented and understood.
Culturally diverse	<ul style="list-style-type: none"> knowledge of cultural diversity on the Board is considered beneficial.