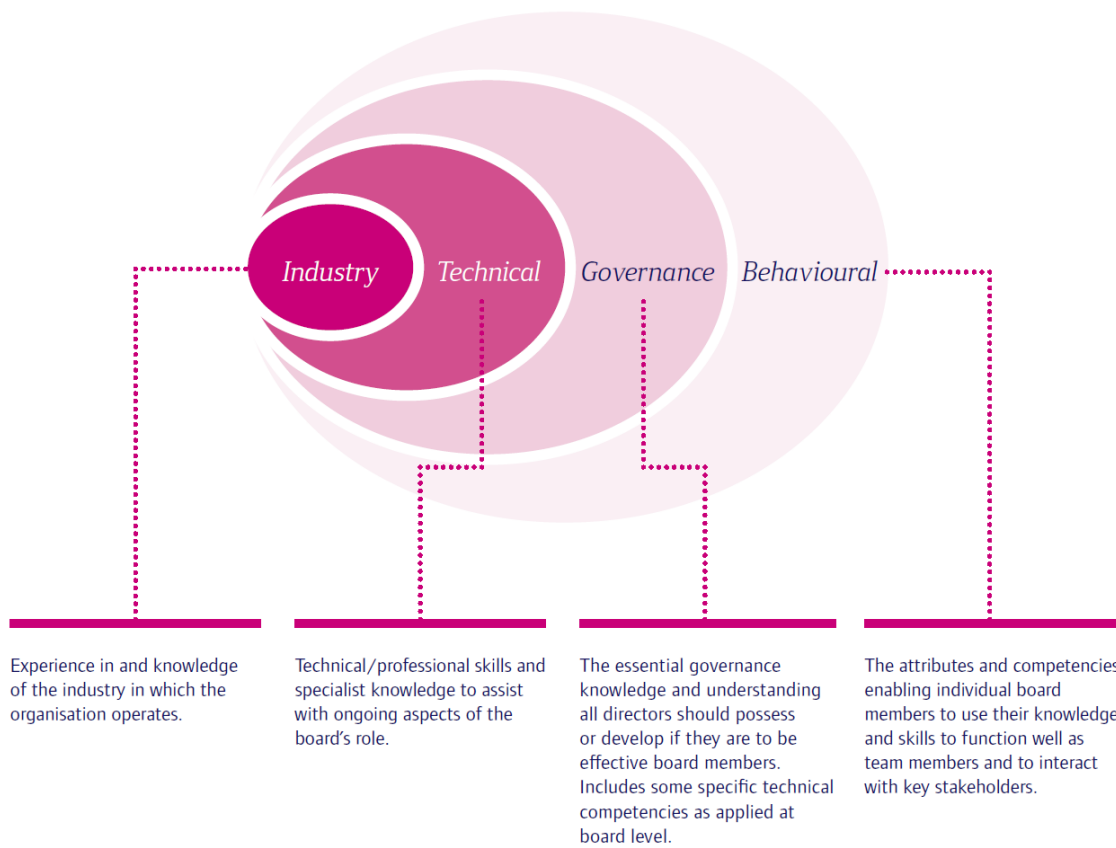


E. Example skills matrix

The Australian Institute of Company Directors (AICD) has published an example framework for a skills matrix that is adaptable to multiple sectors. It includes key competencies for directors, with scope for technical competencies relevant to businesses. Figure E1 shows an example skills matrix developed by AICD that can be adapted by any board. Figure E2 is an example of a matrix for the board of a not-for-profit entity.

Figure E1
Example skills matrix framework



Source: Australian Institute of Company Directors, Kiel G, Nicholson G, Tunny J A and Beck J, *Directors at Work: A Practical Guide for Boards*, Thomson Reuters Australia, 2012.

Figure E2
Example of board skills matrix for not-for-profit entities

	Director 1	Director 2	Director 3	Director 4
Accounting				
Investment				
Legal				
Human resources				
Technology				
Marketing				
Fundraising				
Industry				
Governance				
Media				
Risk				
Public sector experience				

Source: Australian Institute of Company Directors, *Not-For-Profit Governance Principles – Principle 3*.

