

### RECOMMENDED DIRECTOR SKILLS AND ATTRIBUTES

For Reference by Engineers Australia's Nominations Committee, the following is the list of competencies to be drawn on in establishing criteria for selection of candidates and application of a skills-based assessment for the Board.

#### Role-Related Attributes

It is critical that the Board is comprised of directors who collectively have the skills, knowledge and experience to effectively govern and direct the organisation.

It is expected that individual directors will bring different capabilities to the Board with regard to their technical skills, knowledge and experience. It is not expected that Directors will be strong in all areas – rather that the collective capability of all Directors will address the full list below and thereby maximise the potential to achieve a high performing Board:

- **Strategic expertise** – demonstrated ability and experience to comprehend stakeholder interests and envision the strategies and changes necessary for Engineers Australia (EA) to prosper in achieving its Charter;
- **Corporate governance** – demonstrated knowledge and experience of the roles and responsibilities of a director, and the delineation between management and directorship. The Board should collectively comprise directors who hold considerable previous experience at Board level and/or who have completed formal training in directorship/governance;
- **Accounting and finance** – qualifications and experience in accounting and financial analysis, with the demonstrated ability to; analyse key financial statements, critically assess financial viability and performance, and contribute to strategic financial planning;
- **Legal** – experience and demonstrated understanding of the Board's legal responsibility to oversee compliance with relevant statutes as well as an understanding of an individual director's duties and responsibilities;
- **Marketing and branding** – experience and demonstrated success in strategic development and promotion of corporate brands, in this case Engineers Australia and its services, including knowledge of emerging concepts for social media engagement;

- **Commercial experience** – experience and demonstrated success in commercial and business activities, preferably in the small to medium enterprise context, in areas including developing new business opportunities and business systems, practices and improvement processes;
- **International orientation** – demonstrated understanding of how international cross jurisdictional and cross cultural issues impact upon overseas based engineers and how they view the value proposition of Engineers Australia;
- **Managing risk** – demonstrated ability to understand Engineers Australia’s appetite for risk, and how areas of major corporate risk need to be managed;
- **Managing people and achieving change** – demonstrated understanding of the nature of office bearer-CEO-staff workplace issues in a member-based organisation;
- **Experience** in a senior Engineers Australia office bearer role; and
- **Knowledge** of wider not-for-profit and professional association management issues.

In addition, experience in the following areas is sought to assist Engineers Australia in delivering against its strategic directions:

- **Future industries / changing role of engineers**
- **Young and diverse member orientation**
- **Innovation / start-ups / entrepreneurship**
- **Marketing and branding**
- **Digital business models**
- **Influencer at industry, business, government or academic level**
- **Business acumen / business improvement / change management**
- **Financial management at a senior / executive level**

### **Personal Qualities**

While different Directors can bring different technical skills and knowledge to a Board, there are personal qualities that are desirable in all Directors:

- **Leadership** – the ability to envision future directions of an organisation, represent the organisation in a positive manner, set appropriate Board and organisational culture, and take responsibility for decisions and actions;

- **Integrity** – fulfilling a director’s duties and responsibilities, and maintaining knowledge in this regard through professional development, putting the organisation’s interests before personal interests, being transparent and declaring any activities or conduct that might be a potential conflict, committing to Board decisions, maintaining Board confidentiality and acting ethically;
- **Curiosity and courage** – a director must have the curiosity to ask questions and the courage to persist in asking or to challenge management and fellow Board members where necessary in a constructive and appropriate manner;
- **Interpersonal skills** – a director must work well in a group, listen well, be tactful but able to communicate their point of view frankly;
- **Communication skills** – a director must have the ability to represent Engineers Australia in public and professional activities, together with the ability to negotiate outcomes and influence others to agree with those outcomes including the ability to gain stakeholder support for the Board’s decisions;
- **Demonstrated passion and enthusiasm** – a visible commitment to the vision, mission, strategic goals and Royal Charter of Engineers Australia and its ongoing success in the delivery of member services;
- **Instinct** – good business instincts and acumen, ability to get to the crux of the issue quickly;
- **A network of senior level contacts in the profession** – industry, government, academia and other professional bodies;
- **An active contributor** – initiative, willingness to take on Board projects; there is no room on Boards today for those who do not contribute. Candidates for the Board must be able to commit adequate time to their directorship obligations, being at least the equivalent of 10% of regular working time;
- **Conflicts of interest** – It is important that directors have no actual or potential conflicts of interest or other affiliations such as would make their appointment inappropriate or hinder their effective contribution to the Board.

### **Board Composition and Diversity**

The issue of Board composition, including diversity, is critical to ensuring a balanced viewpoint for the Board as a whole.

While individual Directors have little or no control over the following diversity factors, the Board will take the factors into consideration when updating its skills-based assessment each year.

- **Age** – age and experience diversity should be sought among Directors to bring different generational perspectives to the Board’s deliberations;
- **Gender** – gender representation should be sought for the Board to reflect diversity in the engineering industry and the community it serves, given that gender diversity has been positively correlated with performance;
- **Geographical location** – as a national organisation which also includes overseas chapters, Board directors should come from a diversity of locations, although noting that National Congress is Engineers Australia’s strategic representative body specifically for ensuring all states, territories and groups have leadership and governance representation of Engineers Australia;
- **Industry sector** – the Board will seek to obtain a mixture of experience in both the public and private sectors, and will seek Directors with a broad understanding of multiple engineering industry sectors and their stakeholders, including Directors with extensive networks and profile in the engineering industry.