



## Director Selection Criteria 2011

### Introduction

The purpose of this document is to describe to members, prospective Directors and other stakeholders the skills, knowledge and experience the AHI seeks for its Board. The AHI has adopted an approach which balances core Director skills, knowledge and experience, with technical skills and, importantly, the behavioural attributes we expect from Directors. In addition, the AHI as member driven organisation needs to consider issues such as location, sector. It is not possible for one individual to possess each of these criteria; rather we are looking for a balanced Board.

### Existing director's skills, knowledge and experience

The Board of Directors has not undertaken a board evaluation or skills analysis of the current Board or of those Directors who have a year of their term of office remaining. Therefore, it is only possible to know which jurisdictions and sectors are currently represented on the Board.

### Requirements of new directors

#### General

All directors are required to demonstrate: honesty and integrity; the ability to exercise sound business judgement; appropriate experience and professional qualifications; absence of conflicts of interest or other legal impediments to serving on the Board; willingness to devote the required time; and availability to attend Board and Committee meetings.

The Board as a whole needs the following competencies to do their job. Not all individuals will possess each of these competencies.

- strategic expertise – the ability to review the strategy through constructive questioning and suggestion
- accounting and finance – the ability to read and comprehend the company's accounts, financial material presented to the board, financial reporting requirements and some understanding of corporate finance
- legal– the board's responsibility involves overseeing compliance with numerous laws as well as understanding an individual director's legal duties and responsibilities
- managing risk –experience in managing areas of major risk to the organisation
- managing people and achieving change
- industry knowledge – experience in similar organisations or industries.

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

- **Integrity** – fulfilling a director's duties and responsibilities, putting the organisation's interests before personal interests, 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
- **Interpersonal skills** – a director must work well in a group, listen well, be tactful but able to communicate their point of view frankly
- **Genuine interest** in the organisation and its business
- **Instinct** – good business instincts and acumen, ability to get to the crux of the issue quickly
- **An active contributor** – there is no room on boards today for those who do not contribute.
- **Adequate time** to devote to the organisation's affairs

### Considerations

- Balance jurisdictional interests (states, territories and New Zealand)
- Balance sectoral interests (Indigenous, community, public, private, academic, homelessness)
- Balance discipline interests (assets, finance, development, service delivery, policy, place making, advocacy)
- Balance housing, professional development and public interest

### Priority Selection Criteria for 2011

**This year we are keen to recruit Directors who demonstrate the criteria listed below**

- a minimum of two years experience as a company director in any industry; and/or
- a qualification from the AICD or Chartered Secretaries Australia (or willingness to acquire one)
- availability to attend Board meetings and a willingness to devote time to the organisation
- demonstrated expertise in strategic thinking
- demonstrated expertise in accounting and finance in either the private or not for profit sector
- interpersonal skills
- good business instincts and acumen
- integrity
- good stakeholder management skills
- a person working in Indigenous housing
- a person with experience in professional development.