

auDA BOARD SKILLS MATRIX

A key element of auDA's transparency and accountability framework is its governing Board. While Directors are nominated from different groupings, the key objective is a Board with a broad, balanced mix of skills and experience. The matrix below sets out what is perceived as the ideal overall mix of skills. No individual Director is expected to have all the identified skills and experience, nor will the board always have the perfect mix. Certain skills are considered to be mandatory, some are highly desirable and others are accepted as somewhat specialist. Once the initial board is established, an assessment of the Board skills will precede any recruitment of replacement Directors.

Professional Skills and Experience		Requirement: Mandatory or Desirable or Specialist
1	Strategy Ability to identify and critically assess strategic opportunities and threats to the organisation. Develop strategies in context to our policies and business objectives	Desirable
2	Financial and audit The ability to read and comprehend the company's accounts, financial material presented to the board, financial reporting requirements, a sound understanding of corporate finance, ability to assess financial viability, and contribute to financial planning.	Mandatory
	* Financial analysis, controls and auditing	Desirable
	* Oversee budgets development	Desirable
3	* Fraud prevention strategies	Specialist
	Corporate Governance * Knowledge and experience in best practice Corporate Governance structures, policies and processes	Mandatory
	* GAICD training	Desirable
4	Relevant technical knowledge * Technical knowledge relevant to administration of a ccTLD, including Stability, Security and Resilience, large scale network and database management, etc	Specialist
5	Industry knowledge and experience * Experience and broad understanding of the Domain market, including market drivers, risks and trends including	Desirable
	* Understanding of the customer base and environment	Desirable
	* Understanding of domain name service provision	Specialist
6	* Insight / engagement with government	Desirable
	* Insight / engagement with domain name industry	Desirable
	* Insight / engagement with Information technology sector	Desirable
	* Experience of engagement with retail internet customers	Desirable
	* Insight / engagement with industry self-regulation	Desirable
7	* Developing effective partnerships at national and/or international levels	Desirable
	Communications * Experience developing and implementing communications strategy	Desirable
	* Crisis and issues management	Specialist
8	People & Performance * Appreciation for the best practices in HR planning and management with familiarity in employment legislation and labour relations, recruitment, compensation, performance reviews and conflict management	Specialist
	* Experience in evaluating performance of senior management, and oversee strategic human capital planning.	Desirable
9	Government Relations * Knowledge and experience in working in or with government to achieve policy and regulatory outcomes	Desirable
10	Corporate History * Sound understanding of recent auDA corporate background including organisational structure, litigation, key contracts and relationships, performance and capital structures	Desirable
11	Legal & Compliance * Ability to identify key risks to auDA in a wide range of areas including legal and regulatory compliance and monitor risk and compliance management frameworks and systems	Specialist
	* Ability to review legal, regulatory and governance developments and impact on the Company	Desirable
12	Operational risk management * Identify and monitor compliance and key risks to the organisation related to each key area of operations.	Desirable

Interpersonal Skills		
13 Leadership	* Make decisions and take necessary actions in the best interest of the organisation, and represent the organisation favourably.	Desirable
	* Analyse issues and contribute at Board level to solutions.	Mandatory
	* Ability to synthesise complex matters and explain support for or opposition to a particular position	Mandatory
14 Ethics and Integrity	* Understand role as Director and continue to self-educate on legal responsibility, ability to maintain board confidentiality, declare any conflicts.	Mandatory
	* Putting the organisation's interests before personal interests, acting ethically	Mandatory
15 Contribution	* Ability to constructively contribute to Board discussions and communicate effectively with management and other Directors.	Mandatory
	* Work well in a group, listen well, be tactful but able to communicate a point of view frankly	Mandatory
16 Curiosity and courage	* The curiosity to ask questions and the courage to persist in asking or to challenge management and fellow board members where necessary	Mandatory
Diversity and other		
17 Diversity	* Director's presence would bring useful different perspectives to board discussions	Desirable
18 Previous board experience	* Previous independent or Non-executive experience as a director would bring value to the auDA Board	Desirable

* E = would be recognised in most contexts as having expert level skills and experience
H= would be recognised in most contexts as having high level skills and experience
C = would be recognised as having a sound level of competency in skills and experience
L = has only low skills or experience