

Director Skills Matrix Questionnaire

Skill Area	Description	Director Skill Yes/No	Comments <i>Describe qualifications, provide evidence of skill application and any professional development undertaken (or proposed professional development that would benefit the Board in this area that you are interested in undertaking)</i>
Strategy	Ability to set strategic direction and oversee implementation.	Yes	My MBA and AICD qualifications have instilled the strategic acumen and governance mindset outlined in AICD's competency framework. As National L&D Manager and Governance Stream Lead, I've balanced long-term organisational objectives with operational execution. I bring curiosity, disciplined analysis, and a forward-looking perspective, qualities AICD identifies as key to directors contributing strategic insight rather than operational detail.
Finance	Understanding of financial management, budgeting and reporting.	Yes	I manage multi-million-dollar departmental budgets and understand financial reporting, ROI analysis, and cost control. I continue to deepen this skill through applied practice.
Risk Management	Ability to identify, assess and mitigate organisational risks.	Yes	I've led certified WHS and risk frameworks (AS/NZS 4801, NSW 5th Ed.), embedding proactive governance practices consistent with AICD's emphasis on diligence and sound judgement. My governance approach combines system controls with behavioural leadership, encouraging the courage and curiosity required to ask tough questions around safety and compliance.
Legal	Knowledge of legal responsibilities of directors and compliance frameworks.	Yes	Through the AICD Company Directors Course, I developed a deep understanding of fiduciary duties, director liabilities, and compliance governance. I apply these principles daily in ensuring regulatory alignment across safety, HR, and training systems. I aim to extend this with targeted professional development in sports law to

			ensure compliance within the not-for-profit sport context.
Executive management	Experience in leading executive teams and organisational governance.	Yes	I bring more than 15 years in senior roles managing diverse portfolios and leading national initiatives. My governance leadership demonstrates the integrity, teamwork and active contribution AICD highlights as essential behavioural competencies for directors.
Media/Communications	Ability to communicate effectively with stakeholders and media.	Yes	Communication has been central to every role, from teaching and coaching to corporate leadership. I communicate clearly, tactfully, and with empathy, reflecting the interpersonal qualities AICD notes are essential for constructive board dynamics.
Participation/Grassroots Sports	Experience in community sport development and participation growth.	Yes	My grounding as a PE teacher and U14s baseball coach gives me empathy for community sport and volunteer environments. My son's involvement at Allstars Baseball Club reinforces my genuine interest, a key personal attribute for directors per AICD guidance. I would promote inclusive participation pathways and wellbeing initiatives at board level.
High Performance	Understanding of high-performance sport systems and athlete development.	Yes	Coaching regional and state teams has given me insight into athlete pathways and performance structures. I link this with corporate performance principles, goal-setting, measurement, and feedback, to support evidence-based improvement.
Sport Administration	Experience in administration and governance within sport organisations.	Yes	While my sport administration has been primarily educational and volunteer-based, my governance, systems and leadership background equips me to contribute to Baseball Queensland's policy, integrity and compliance agenda. I intend to pursue Sport Integrity Australia professional development to strengthen this capability.

Corporate Governance	Knowledge of governance principles and director responsibilities.	Yes	AICD-certified with practical experience in board-style governance at Supagas and JNJ. I apply integrity, diligence, and independence of mind, reflecting AICD's "fit and proper" standards. My governance philosophy centres on transparency, accountability, and performance through people.
Medical/Health	Understanding of health, wellbeing and safety systems.	Yes	As a PE teacher, former First Aid trainer, and WHS system leader, I bring deep experience in health and safety governance. I view athlete welfare through the same duty-of-care lens required of directors: prioritising prevention, education, and safe participation.
Information Technology	Knowledge of IT systems and digital transformation in governance.	Yes	I've led major technology rollouts (LMS, ERP, CMS), improving data governance and reporting. These experiences align with the AICD emphasis on technical and industry competencies needed to guide digital and risk-informed strategy.
Commercial Fundraising/Sponsorship	Experience with fundraising, partnerships and commercial management.	Yes	I've managed commercial contracts and supplier relationships, applying negotiation and value creation skills. I aim to further apply this through stakeholder engagement and community sponsorship opportunities that enhance Baseball Queensland's sustainability.
Policy	Experience in policy creation, implementation and review.	Yes	I've authored governance-aligned WHS and HR policies that translate strategy into action. This aligns directly with AICD's governance competency on ensuring directors can oversee, question, and review policy effectiveness while maintaining compliance and culture alignment.