Skills Matrix

	Board			Investment			Risk			Audit & Finance			Member & Employer Services			People, Culture & Renumeration			Growth		
	Baseline	*Competent*	*Expert*	*Baseline*	*Competent*	*Expert*	*Baseline*	*Competent*	*Expert*	*Baseline*	*Competent*	*Expert*	*Baseline*	*Competent*	*Expert*	*Baseline*	*Competent*	*Expert*	*Baseline*	*Competent*	*Expert*
Industry Knowledge																					
Trustee Director Duties	1	3	10	2	4	2	1		5	1		5	1	1	4	1	1	3	1	1	3
Building, Construction and Allied Industry	2	3	9	2	4	2	1	1	4	1	1	4	1		5	1	1	3	1	1	3
Superannuation Sector Knowledge	2	3	9	4	4	2	1	1	4	1	1	4	1	1	4	1	1	3	1	1	3
Default Channels (Industrial Relations) Knowledge	2	3	9										1	2	3	1	2	2			
Behavioural																					
Values			14			8			6			6			6			5			5
Leadership	1	4	9	1	1	6	1	1	4	1	1	4	1	1	4	1	1	3	1	1	3
Technical																					
Strategy & Planning	2	7	5				1	4	1				1	1	4	1	3	1	1	2	2
Growth (inorganic and organic)	4	7	3																1	2	2
Investments	3	6	5				2	3	1	2	3	1	2	3	1						
❖ Investment strategy				1	3	4															
❖ Investment Management				1	3	4															
❖ Responsible Investment				1	5	2															
❖ Investment Risk Management				1	3	4															
Risk Management & Compliance	5	6	3				1	3	2	1	3	2	2	3	1	1	3	1	1	3	1
❖ Audit										3	3	1									
Financial	5	7	2				1	3	2	1	3	2	2	3	1	1	3	1	1	3	1
❖ Accounting										3	2	1									
❖ Tax							4	1	1	4	1	1									
Regulatory and Legal	4	7	3				2	3	1	2	3	1	2	3	1	1	3	1	1	3	1
Policy Development and Advocacy	4	7	3				3	2	1				2	2	2	1	3	1	1	3	1
People & Culture	4	7	3				3	2	1				2	2	2	1	1	3	1	3	1
❖ Renumeration and Conduct																2	2	1			
Member and Employer Experience/Management.	4	7	3										1	2	3	1	3	1	1	3	1
❖ Marketing and Brand													2	2	2						
❖ Product & Service Development													2	3	1						
❖ Insurance													2	2	2						
❖ Administration													2	2	2						
Corporate Governance	2	7	5	3	4	1	3	2	1	3	2	1	3	2	1	1	3	1	1	3	1
Information and Digital Technology	5	7	2				3	2	1	3	2	1	3	2	1						
❖ Digital Technology Risks							4	1	1												