



Waikato Rugby Board

Skills and Competencies Framework for Board Members

All applicants or nominees for positions on the Waikato Rugby Board will be assessed against the skills and competencies in this framework.

Each prospective Board member must be able to demonstrate that they have the passion to advance the interests of rugby in the Waikato, and the knowledge and ability to be able to do so.

1. Required Skills and Experiences - Board Member

Every Waikato Rugby Board Member should have a majority of the following skills and experiences:

a. Strategic thinking

- i. Contribution: Ability to participate in strategic thinking and review and to help develop key ideas that enables WRU to advance the interests of rugby in the Waikato
- ii. Critical Appraisal: An understanding of the key performance indicators of Waikato Rugby and its Chief Executive Officer and of the Board itself.
- iii. Perspective or Vision: The ability to see the wider picture and future opportunities and risks, and the possible implications and impact of these.
- iv. Internal Awareness: The ability to see overall strengths and weaknesses of Waikato Rugby and the impact of the Board's decisions and other influences upon stakeholders.
- v. External Organisational Awareness: An understanding of the position of Waikato Rugby in its market in relation to its competitors and the current opportunities and threats.
- vi. Compatibility and Prioritisation: The ability to ensure that strategies, budgets and business plans are realistic and compatible with Waikato Rugby's vision and mission and, in monitoring performance, to identify and focus on those issues that are of significance to Waikato Rugby.
- vii. Change Awareness: The ability to be alert and responsive to the need for change, to encourage new initiatives and to implement new policies, structures and practices to meet that need for change.

b. Governance skills and experience

- i. Provincial role: Understands that the role of Board member is a provincial one rather than purely a (club) representative one and that one of the primary objects of Waikato Rugby is to promote, foster and develop rugby throughout the Waikato and

New Zealand and to control rugby throughout the Waikato i.e. to act in the best interests of rugby in the Waikato

- ii. Knows the difference between Governance and Management issues: Able to distinguish between Board and executive management issues and not get directly involved in management matters.
 - iii. Conflicts of interest: The acumen to identify and declare conflicts of interest on any issue coming before the Board
 - iv. Requirements: Understands legal, fiduciary and ethical requirements of directors
 - v. Has an outcomes focus: Is focused on results
 - vi. Strong stewardship orientation: Understands the importance of growing member value and the role of a Board member to care for and grow the assets of Waikato Rugby.
- c. Business acumen
- i. Broad business experience: Has proven experience in managing a business at a senior level.
 - ii. Informed Business Judgement: The ability and intelligence to make sensible, astute, business decisions and recommendations based on reasonable assumptions and factual information, including the ability to deal with uncertainty, risk, incomplete information and complexity, both in the present and reaching out several years.
 - iii. Basic Financial Literacy: The ability to interpret financial statements and statistical information such as balance sheets, profit and loss accounts and cash flow statements
 - iv. Critical Faculty: The ability to probe the facts, challenge assumptions, identify the advantages or drawbacks of proposals, provide counter-arguments and ensure discussions are penetrating and constructive.
 - v. Information-oriented: The confidence to ask for information on matters of significance and relevance and ensure it is available to enable informed judgments/assessments to be made.
 - vi. Building performance: Knowledge and experience of how to build organisational performance
 - vii. Risk management: Knowledge and experience of risk management
 - viii. Strong fan focus: Is committed to Waikato Rugby being an organisation that provides services that are useful and relevant for its existing and potential rugby fans, that aims to find out what is important to rugby fans and tries to meet and, where possible, exceed their expectations.
- d. Personal character and skills
- i. Commitment: The energy, commitment, motivation and the time to properly meet the Board's requirements and discharge its responsibilities

- ii. Verbal skills: Able to articulate opinions, rationales and points clearly, logically and concisely with courtesy, respect and a sense of humour
- iii. A team player: Can work harmoniously within the group, to recognise and value contributions from others, to be diplomatic, supportive and accept majority Board decisions
- iv. Commitment to excellence: Must have a commitment to excellence, both personally and for the organisation as a whole.
- v. Honesty and integrity: Must be able to demonstrate honesty and integrity at all times without compromise of moral principle, and show a willingness to act on and remain accountable for Board decisions.
- vi. Interpersonal and communication skills: Must have good interpersonal skills, including the ability to interact and communicate with people from a wide variety of backgrounds.
- vii. Analytical: Analytical, critical reasoning and problem solving skills
- viii. Stakeholder empathy: Ability to understand and relate to stakeholders
- ix. Decision making: Must demonstrate good judgement, common sense and independence of thought, allowing for a wide perspective on issues.
- x. Style: A personal style that does not detract from a Board culture of capability, candour, trust and professionalism.
- xi. Courage: The strength of character and boldness to pursue one's own convictions, and to probe, penetrate and achieve full understanding, in the face of adversity.
- xii. Adaptability: The ability to adopt a flexible approach in team interaction and to alter stances when appropriate.
- xiii. Upholding the policies and protocols of Waikato Rugby: Can demonstrate, from past conduct, a commitment to standards of behaviour that are consistent with the policies and protocols of Waikato Rugby.

2. Required Skills and Experiences - Board

Ideally, at least one Board member will have this skill or experience:

- a. Business Development: Has specialist marketing skills and relevant experience critical to the performance of Waikato Rugby, including in relation to the development of new commercial opportunities
- b. Rugby: Has considerable playing and/or coaching experience at the highest level preferably during the professional era
- c. Rugby Governance: Has experience of governance at Provincial Union level and an understanding of amateur and community rugby
- d. Finance: Has specialist financial skills and relevant corporate experience critical to the performance of Waikato Rugby



- e. HR: Has specialist human resources and organisational development and design skills and relevant experience critical to the performance of Waikato Rugby
- f. Entrepreneurial: Has an entrepreneurial talent for contributing to the creation, not merely the preservation, of member value
- g. National/International relationships and representation: Has the capability and credibility to promote the interests of Waikato Rugby on the National & International stage, as well as the ability to develop commercial introductions and connections with national & international entities, whether business, governmental or other
- h. Digital Content: Has specialist knowledge regarding digital content delivery, including social media.

Ideally, a majority of the members of the Board will have some experience in the governance of rugby in New Zealand and/or a detailed knowledge of the issues and challenges facing rugby in New Zealand.

3. Independence

Prospective Board members must be able to demonstrate that they can think and act independently. This means, for example, that they must be able to demonstrate that, following election or appointment, they would have no direct or indirect interest or relationship that could reasonably influence, in a material way, their decisions as a member of the Waikato Rugby Board.

4. Diversity

The fact that a prospective Board member adds to the diversity of the Waikato Rugby Board, primarily in terms of idea & thought, but also in terms of gender, ethnicity, age and/or other factors, should be considered a significant factor in his or her favour when it comes to recommendations or appointments.