



Capability Matrix

Objective: The Basis of Union states that the Uniting Church “acknowledges with thanksgiving that the one Spirit has endowed the members of the Christ’s Church with a diversity of gifts”. Having an appropriate and diverse mix of capabilities is also critical for healthy and effective corporate governance¹. These capabilities have been developed in consultation with governing body Chairpersons and are consistent with the Uniting Church Queensland Synod Regulations, By-laws and best practice principles of corporate governance.

The intent of this document is to provide guidance for Synod in discerning the gifts, skills, experience of members nominated for the Synod Standing Committee.

Capability Ratings and Requirements:

Individuals ratings:

- Minimal – understanding of the topic
- Basic – some experience in the topic
- Manage – <5 years relevant experience and relevant qualifications
- Expert – > 5 years’ experience, relevant qualifications and known for this capability

Board capability requirements:

- High – at least 2 individuals with *expert* capability
- Med – at least 2 individuals with at least *manage* capability
- Base – at least 1 individual with at least *manage* capability and *basic* capability for majority of members

Composition and term of board according to charter, by-laws and regulations:

The Synod Standing Committee (SSC) is a body consisting of:

- (a) 7 ex-officio members ²
- (b) 8 persons (the SSC elected members).
- (c) not more than 2 co-opted members from amongst the members of Synod to be co-opted by the Synod Standing Committee³
- (d) the lay members of SSC shall not be fewer in number than the ministerial members⁴

The SSC elected members are elected by Synod from amongst its numbers. 4 persons will be elected at each ordinary meeting of the Synod for the period of two ordinary meetings of the Synod. A person may not serve as an SSC elected member for more than 9 continuous years.

The nomination process for appointments is determined by the Remuneration and Nomination Committee⁵

¹ Source: Kiel, G., Nicholson, G., Tunny, J.A., & Beck, J., *Directors at Work: A Practical Guide for Boards*, Thomson Reuters, Sydney, 2012.

² Refer By-Law Q2.2.3 (a) for list of ex-officio members

³ By-Law Q2.2.3 (c)

⁴ By-Law Q2.2.3 (d)

⁵ By-Law Q2.2.8 (1)



SSC Capabilities

Skills matrix

	Synod Standing Committee (Board Capability Requirements)	Kate Fraser	Philippa Ferrant - Smith	Annelisifa Matangi	Marilyn Healy	Christine Herman	Scott Ballment
By-law/regulations section	Q2.2.7						
Professional and Industry Based Skills							
1. Congregational	Med*	Expert	Manage	Expert	Expert	Expert	Expert
2. NFP Services	Med*	Manage	Expert	Manage	Expert	Manage	Expert
3. Financial management	Med*	Expert	Manage		Manage	Manage	
4. Risk	Base		Manage		Manage	Manage	Manage
5. Corporate governance	Base*	Manage	Manage		Expert		
6. Legal	Base*		Manage				
7. Stakeholder, marketing and communications	Base	Manage	Manage		Expert	Manage	
Mission, personal attributes and behaviours							
8. Theological and mission (foundational)	High*	Expert	Expert	Expert		Expert	Expert
9. Business acumen	Base	Manage	Manage		Expert		
10. Social and cultural awareness	High*	Expert		Expert			Manage
11. Strategic and critical thinking	Base	Manage	Manage			Manage	Manage
12. Communication	Base	Manage	Manage	Manage	Expert	Manage	Manage
13. Continuous learning	Base	Expert	Expert	Expert	Expert	Expert	
14. Commitment (incl. time in days per month)	1-2						

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Synod Standing Committee Capabilities

	Synod Standing Committee (Board Capability Requirements)	Kate Fraser	Philippa Ferrant - Smith	Annelisifa Matangi	Marilyn Healy	Christine Herman	Scott Ballment
By-law/regulations section	Q2.2.7						
Diversity (Experience, attitudes and knowledge)							
15. First peoples (indigenous in by-laws)	Base*	Manage					
16. Multi-cultural	Base*	Manage	Manage				
17. Youth and young adults	Base*		Manage	Expert			Expert
18. Rural and regional	Base*	Expert					Expert
19. Gender	Med						
20. Intersectionality	Base						

* Capability listed in Synod By-laws for this governing body



Definitions

Capability	Definition and criteria
1. Congregational	Understanding of the history, vision and values of the Uniting Church in Queensland and a deep commitment to ongoing improvement Experience leading in congregational ministry* Pastoral Care* Evangelism*
2. NFP Services	a) Community Services b) Multicultural communities c) Disability Support d) Family and youth e) Education <ul style="list-style-type: none">- Demonstrated experience in leading, managing and operating a school or university college and an understanding of current and emerging legislative and educational perspectives- Experience in community-based learning*- Knowledge and experience in vocational formation*- Education administration* f) Aged care g) Mission-based organisations
3. Financial management*	Demonstrated capacity to understand and analyse financial reports and accounts Demonstrated capacity to understand and analyse financial reports and accounts, and to contribute to the development and execution of longer-term financial strategies
4. Risk	Ability to recognise and manage risks and a preparedness to take risk, within the Synod governing bodies risk appetite, to enable the objectives of the Uniting Church in Queensland to be achieved
5. Corporate governance	Understanding and respect for the respective roles and responsibilities of governance, leadership and management; and of the governance structures of the Uniting Church in Queensland Demonstrated experience and skills in the governance of entities Ability to critically analyse and implement inclusive and fit-for-purpose governance
6. Legal	Understanding of and solid experience of legal, regulatory, corporate governance and/or compliance matters
7. Stakeholder, marketing and communications	Skills, knowledge and experience in strategic engagement with internal and external stakeholders
8. Theological and mission (foundational)	Demonstrated understanding of the Christian tradition Appreciation of, and commitment to, the mission of the church Deep knowledge of theological frameworks and experience in adult education, particularly faith education A demonstrated ability to reflect on the faith, heritage and values of the Uniting Church in Australia and to consider the implications for the current and future work of the Synod governing body



Capability	Definition and criteria
9. Business acumen	Business, enterprise, leadership and/or life experience in an environment external to and independent from the broader church Ability to provide constructive strategic input to business development, new services and programs and enabling policy frameworks
10. Social and cultural awareness*	Experience and awareness of popular culture and societal trends (which may be through representation, knowledge or experience) Respect views of others and ability to understand and accommodate diverse perspectives Ability to perceive and evaluate own and others' emotions and adapt appropriately
11. Strategic and critical thinking	Demonstrated reflective thinking and confidence to analyse, appraise, probe, challenge and constructively question leadership, business plans and implement strategy using commercial judgement Demonstrated ability to provide constructive insight and input to strategic direction and planning Astute judgement and the capacity to think creatively and analytically, to test assumptions and accepted wisdom and to effectively utilise information to inform sound decision-making. Able to formulate and advocate new ideas and apply a intersectional diversity approach to strategic planning. .
12. Communication	Well-developed communication, collaboration and negotiation skills with demonstrated capacity to build key relationships with a wide range of stakeholders including the ability to effectively communicate across cultures. Effective listener with ability to constructively and appropriately debate viewpoints Constructive questioner
13. Continuous learning	A commitment to continuous personal / professional formal learning, training, development, and education Open to new ideas, innovations and practices
14. Commitment	The capacity and willingness to devote sufficient time to the Synod governing bodies work, including preparing for and attending regular meetings Commitment to the values and principles of UCQ Appropriately represent UCQ Setting appropriate culture and tone Taking responsibility for decisions and actions
15. First peoples	An understanding and/or knowledge of First Peoples perspectives (which may be through representation, knowledge or experience)
16. Multi-cultural	An understanding and/or knowledge of people of diverse cultural and language backgrounds (which may be through representation, knowledge or experience)
17. Youth and young adults*	An understanding and/or knowledge of youth and young adult perspectives (which may be through representation, knowledge or experience)
18. Rural and regional*	Understanding or perspectives of regional and remote locations, ministry and their unique needs and opportunities
19. Gender	Demonstrated advocacy and actioning for gender equity
20. Intersectionality	Demonstrated understanding and application of intersectionality to decision-making. (Intersectionality is an analytical framework for understanding how aspects



Capability	Definition and criteria
	of a person's social and political identities combine to create different modes of discrimination and privilege. Examples of these aspects are gender, caste, sex, race, class, sexuality, religion, disability, physical appearance, and height).

Source: Kiel, G., Nicholson, G., Tunny, J.A., & Beck, J., *Directors at Work: A Practical Guide for Boards*, Thomson Reuters, Sydney, 2012.