

Board member position description

The board's primary role is one of trusteeship on behalf of its members and stakeholders, ensuring that Physical Education New Zealand – Te Ao Kori Aotearoa remains viable and effective in the present and for the future.

The core functions of the board are:

- in partnership with management, setting and monitoring the organisation's mission, purpose, direction, core values, priorities and strategies within the boundaries of its constitution and legal obligations;
- specifying key outcomes and ensuring there are adequate resources, people, and finances to achieve these;
- approving, monitoring and reviewing the financial and non-financial performance of the organisation;
- regularly scanning the environment to ensure that what Physical Education New Zealand is attempting to achieve remains relevant and achievable;
- ensuring an effective system of internal controls exist and operating as expected, and that policies are in place, are appropriate, and that these can be applied effectively and legally;
- Appointing (and dismissing), directing, supporting professional development for, evaluating the performance, and determining the remuneration of the Chief Executive;
- setting standards for, and making sure the board and Board Chair performance evaluations occur regularly;
- maintaining a governing body succession plan;
- ensuring that the organisation is run in accordance with its rules and the requirements of the Charities Act 2005;
- being accountable to the members;
- ensuring financial and non-financial risks are appropriately identified and managed;
- ensuring that their organisation's funds and assets are used to advance the charitable purposes of the organisation;
- reporting annually to the members, and to Charities Services;
- being appropriately prepared for, and commit to, attending board meetings, sub-committee work and meetings, and the annual AGM.

Members of the board are expected to make decisions for the betterment of the organisation and physical education as a whole and not necessarily to promote or advance self-interest.

Board member qualities

A board should seek experiential and personal attributes that best suit the needs of the organisation. These specific qualities, experience, knowledge, and fit, are vital for board members:

- **integrity** – to ensure the organisation pursues an ethical course
- **courage** – to ask questions and follow a course in the best interests of the organisation
- **capacity to listen and question** – capability in examining perspectives and an open mind receptive to new ideas
- **good judgement** – ability to use sound business sense, understanding and critical analysis
- **commitment to knowledge building and professional development** – commitment to remaining current with issues the organisation may face
- **reliability and dependability** – well-researched and prepared, with commitment to the board including attending meetings and application to the specific tasks assigned.

Board member key competencies

Board members should strive to develop and demonstrate the following competencies:

<p>STRATEGIC AND GOVERNANCE LEADERSHIP</p> <ul style="list-style-type: none">• Distinguishes governance from management<ul style="list-style-type: none">▪ understands and performs governance functions and engages with shareholders, management, and employees as a governance representative• Comprehends and articulates the big picture and maintains a strategic outlook• Adapts to the political context of the day• Drives strategy formulation, direction, implementation, and communication• Contributes to the (re)development of organisational culture based on the vision and strategy• Maintains specific sector knowledge• Understands and complies with fiduciary responsibilities and legal frameworks <p>BUSINESS ACUMEN</p> <ul style="list-style-type: none">• Applies business/commercial knowledge to influence organisation growth• Focuses on results<ul style="list-style-type: none">▪ monitors and evaluates strategic performance to achieve outcomes• Draws and continuously builds on own proven business performance• Applies knowledge of business principles• Recognises trends and opportunities<ul style="list-style-type: none">▪ increases own awareness of market dynamics and the business operating environment▪ contributes to competitive organisational positioning	<p>INFORMED DECISION-MAKING</p> <ul style="list-style-type: none">• Applies critical thinking<ul style="list-style-type: none">▪ analyses, assesses, evaluates, distils, and questions information• Uses conceptual reasoning<ul style="list-style-type: none">▪ recognises trends and exceptions, interprets data, and provides relevant commentary• Applies decision-making criteria<ul style="list-style-type: none">▪ understands consequences and cause and effect• Maintains a strategic focus<ul style="list-style-type: none">▪ applies understanding of strategic key performance indicators to the decision-making process• Sets reporting requirements<ul style="list-style-type: none">▪ specifies what information is required for decision-making▪ commits to informed decision-making by pre-reading board papers, seeking further information when required and digesting information in preparation for discussion <p>COMMUNICATION</p> <ul style="list-style-type: none">• Identifies and engages with co-board members, management, key individuals, and stakeholders<ul style="list-style-type: none">▪ establishes and maintains effective relationships• Utilises verbal and non-verbal communication techniques to structure concise and articulate messages• Uses relevant communication channels and strategies<ul style="list-style-type: none">▪ adheres to associated policies and protocols
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<ul style="list-style-type: none"> ▪ Understands the business drivers <ul style="list-style-type: none"> ▪ establishes and maintains own market awareness and industry specific knowledge ▪ Demonstrates fluency with a range of financial concepts ▪ Identifies, assesses, and manages risk ▪ Understands brand equity and what the brand represents <ul style="list-style-type: none"> ▪ is customer focused with marketing orientation 	
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Behavioural attributes

These attributes tend to be acquired and developed over time, and through both personal and professional experience.

ESSENTIAL ATTRIBUTES

- Truthful, trustworthy and demonstrates absolute integrity
- Upholds a high personal standard of ethics
- Frank and open communicator
 - willing to admit errors
 - assured when dealing with others
- Reliable, committed, enthusiastic, encouraging, and supportive
- Self-aware
- Resilient
- composed and effective in the face of adversity
- Courageous
- Energetic
 - committed to the organisation’s values and culture
- Alert and responsive to change
- Fosters cooperation and effective teamwork
 - participates, collaborates, and values the input of others
- Inspires others to achieve by ensuring clear understanding of strategic goals
- Emotionally intelligent, self-motivated, and respectful of others
- Takes charge of a situation when appropriate
- Loyal to and works in the interest of the organisation

DESIRABLE ATTRIBUTES

- Inventive and original when tackling issues and solving problems
- Empathetic, compassionate, and fair-minded
- Encourages new initiatives
- Committed to professional development and lifelong learning
- Culturally astute
- Curious, inquisitive, and intuitive

<ul style="list-style-type: none"> • Comfortable with and tolerant of reasonable risk, ambiguity, and uncertainty • Respects the law • Demonstrates a propensity for decision-making 	
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<p>Board competencies</p> <p>These competency statements apply to boards as a collective group of people.</p>	
<p>STRATEGIC AND GOVERNANCE LEADERSHIP</p> <ul style="list-style-type: none"> • Shares responsibility for stewardship of an organisation <ul style="list-style-type: none"> ▪ compliant, flexible, adaptable, and responsive • Leads commitment to implementing a shared vision • Works as a united team to nurture stakeholder confidence <ul style="list-style-type: none"> ▪ to grow the organisation and increasing stakeholder value • Engages and builds relationships with management and stakeholders • Represents the strategic organisation consistently to members, shareholders and management. <p>INFORMED DECISION-MAKING</p> <ul style="list-style-type: none"> • Demonstrates a collective understanding of risk and policy • Achieves consensus (where appropriate) when identifying and mitigating business risk • Draws on and applies collective wisdom • Collaborates to achieve a collective understanding of the organisation's strengths, weaknesses, opportunities, and threats 	<p>BUSINESS ACUMEN</p> <ul style="list-style-type: none"> • Adds value to organisation performance • Recruits and retains a balanced and high performing team (governance and management) • Holds management to account <ul style="list-style-type: none"> ▪ monitors, motivates, and evaluates management performance and remuneration • Monitors and evaluates own performance • Understands the financial/commercial/risk position of the organisation and its operating environment <p>COMMUNICATION</p> <ul style="list-style-type: none"> • Listens, debates, and demonstrates the benefit of independent thought • Commits and adheres to agreed meeting protocols • Presents a united voice when communicating outside of the board meeting.