

**SKILLS FRAMEWORK FOR RETAIL
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	People and Relationship Management					
TSC	Effective Board Member					
TSC Description	Manage relationships with board members and participate in policy development initiatives to maximise shareholders' value					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6 RET-PRM-6002-1.1
						Manage relationships with the board. Influence and collaborate with board members in furthering organisational goals
Knowledge						<ul style="list-style-type: none"> • Structure, functions and responsibilities of the board • Legal and compliance frameworks that govern the management of business • Principles of corporate governance • Legal and ethical considerations relating to the roles and responsibilities of a board director • Relevant professional or industry codes of practice and standards relating to roles and responsibilities of a board director • The scope of roles and functions of executive, non-executive and independent directors • Implications and impact on stakeholders' value as a result of actions and risks taken by the board • Litigation and shareholder ratification powers • Residual powers of the general meeting
Abilities						<ul style="list-style-type: none"> • Work within the structure and operations of the board and legal and compliance frameworks to ensure compliance of

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						<p>actions required of directors and officers of organisations</p> <ul style="list-style-type: none"> • Analyse trends and factors of strategic value and impact to the organisation to facilitate strategic planning • Work with senior management and sub-committees to develop and prioritise organisational objectives and establish targets for organisational performance • Use agreed indicators to evaluate and monitor organisational performance • Research key issues to contribute and value add to board decision-making • Manage relationships with stakeholders to ensure their interests are considered objectively • Manage relationships with other board members to ensure an effective board to meet organisational needs • Keep abreast of skills and knowledge required to act as an effective board member
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