# Director Skills Matrix Questionnaire

As a current Director on the Board of Baseball Queensland I have ensured that I have the requisite knowledge and skills to faithfully undertake this role. In addition to my professional qualifications, I have also undertaken the Australian Institute of Company Directors Course for Not-for-Profit Organisations and have updated my knowledge of important governance issues by undertaking the Australian Sports Commission Sport Governance Foundations Course. Key achievements during my term include:

* Development of a suite of policies specific to human resources, finance, governance, and on-field.
* Ongoing support for female participation within our state through developing and supporting opportunities such as the inaugural Barclay Cup (Gold Coast 2022), ongoing running of the Women’s and Girls’ State Titles,
* Contributed the ongoing development and support of the Queensland Master’s State Titles which has continued to grow since its inception.
* Leading a collaboration with Griffith University Department of Occupational Therapy whereby two undergraduate students have worked with Baseball Queensland to develop *Inclusive Coaching* materials
* Lead the Equity, Diversity and Inclusion Advisory Council where we are:
  + Identifying actions by Baseball Queensland which will contribute to achieving the Australian Sports Commissions Reconciliation Action Plan
  + Identifying opportunities for female players of all ages and abilities to participate in the sport and to achieve personal goals
  + Looking for opportunities to modify the game, making baseball-related activities more accessible to people with a range of abilities (e.g. modified Baseball5 which could be delivered to adults with disabilities in the community – Gold Coast Sport and Recreation)

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| **Skill Area** | **Description** | **Director Skill**  *Yes/No* | **Comments**  *Describe qualifications, provide evidence of skill application and any professional development undertaken (or proposed professional development that would benefit the Board in this area that you are interested in undertaking)* |
| Strategy | As a Director of the Baseball Queensland Board of Management I contributed to the development of the current strategic plan and have I initiated a mechanism for tracking achievements against this plan. | Yes | For the past 20 years I have been involved in the development of strategic plans in the academic and health service sector. This engagement includes development of the strategic plan, building roadmaps for their enactment and evaluating success against the strategies. As Editor-in-Chief of Australian Critical Care I lead the setting of the strategic direction for the journal which has resulted in it the journal in being in the top 10% of all nursing publications internationally. |
| Finance |  | Yes | I have successfully managed a research funding portfolio which exceeds $15M, delivering on project outcomes within budget. This has involved detailed budget builds for the Australian Government, Queensland Government, and other Category 1 Funding bodies in Australia and internationally. Receipt of such funding requires regular reporting and benchmarking as part of established compliance procedures. This experience has prepared me to be able to undertake similar work with Baseball Queensland, including the development of a range of Finance Policies. |
| Risk Management |  | Yes | I have undertaken previous risk management training within the health and academic sectors and risk assessment and management is part of the core business of my professional work. At an organizational level, I have contributed to the development of the Gold Coast Health Risk Register as it pertains to education and research. At a project level I incorporate Good Practice principles which incorporate identification of potential risks (financial, human resources, governance, reputation) implementing strategies to ensure all risks are managed appropriately. |
| Legal |  | No | I do not have specific legal experience but am aware of and work within these parameters. I have some experience in developing contracts and memoranda of understanding between organisations and individuals which are necessary to ensure working relationships are clearly delineated in relation to financial contributions, intellectual property, and shared decision-making. |
| Executive management |  | Yes | I have previous experience in a range of executive management contexts. I am a past Director of the Australian College of Critical Care Nurses, a previous Chair of the Gold Coast Health Research Council, a member of the Gold Coast Health Strategic Research Council, current Chair of the Gold Coast Collaborative Research Grant Scheme (responsible for disbursement of over $4million in the past 3 years), current Chair of the Patient and Family Centred Care Research Collaborative, and the current Editor-in-Chief of Australian Critical Care, a top ranked critical care nursing journal in the world. |
| Media/Communications |  |  | I have minimal experience in this area but have completed media training and developed social media strategies for research promotion. I support the use of social media as a strategy for building a strong community of female athletes and volunteers who play or support Baseball. The Women’s and Girls’ Baseball (Queensland) Facebook group is a private group with over 650 members. Through this initiative I, with Sharon Austen, ensure that opportunities for female players across Queensland (and interstate) are made aware of the latest opportunities and use this as a way of celebrating the success of players. |
| Participation/ Grassroots Sports |  |  | I was Secretary of the BQ Participation Committee (2018/2019) having supported the development of new initiatives including the Senior League Select Program (precursor to the current Future’s League) and the introduction of the BQ Women’s Baseball Championships in 2018. I have regularly supported key Baseball Queensland events including the Women’s and Girl’s State Titles, the Queensland Little League State Titles, the Queensland Master’s State Titles, events which have provided an opportunity to connect with the broader community and capture |
| High Performance |  |  | I do not have specific experience in this area. |
| Sport Administration |  |  | I have 3 years’ experience as a Board Director of Baseball Queensland and currently am the director responsible for Equity, Diversity and Inclusion. Within this portfolio I have led work on four key streams: **Cultural Diversity** (we are currently identifying actions to allow Baseball Queensland to contribute to the Australian Sports Commission Reconciliation Plan), **game modification** (we are working with occupational therapy students and members of our community to develop resources for coaches to support them to modify their approaches to meet the needs of players with additional needs and are planning on partnering with Gold Coast Sport and Recreation to deliver a modified version of Baseball5 for adults with disabilities**); female participation**; and development and enactment of a **Gender Equity Action Plan** which is a requirement of the Queensland Government. |
| Corporate Governance |  |  | I have experience in Corporate Governance with the development of standard operating procedures, risk mitigation strategies, charters, terms of reference, policy development, operational procedures and have done this work consistent with current legal and regulatory requirements. I have Chaired committees at the National level (Australian College of Critical Care Nurses) and within large health services and universities and have a well-developed understanding of Board and Committee structures and how they relate to the broader organisation. Within the suite of polices I have developed, including the creation of Standing Committees of the Board (audit and risk; budget and finance) as well as developing Charters to align our organisational structures with key areas of work. |
| Medical/Health |  |  | I have been a Registered Nurse (intensive care) for 35 years. During 2020, I developed Baseball Queensland’s COVID-19 Travel Policy, which provided structure and guidance on how to have our teams safely participate in tournaments during the pandemic. In 2022 I served as the COVID officer, accompanying the Open Women’s and Women’s Development teams to the national championships. |
| Information Technology |  |  | I have strong information technology skills and am able to use a range of software programs for project management, data analysis, and communication. |
| Commercial Fundraising/Sponsorship |  |  | I have minimal experience in this area, and it is not one of my primary interests but do have experience in seeking funding through competitive grants programs. As part of the Women’s Leadership in Sport (Australian Sports Commission) I led the development of two applications to their current funding round (to be notified in November). |
| Policy |  |  | I have an extensive track record of developing policy in the health and research space and have continued this type of work with Baseball Queensland. The policy is, wherever possible, based on the current best evidence and is developed with consideration for high-quality and sustained implementation. |