

















































































































EMPHN Board of Directors' Desired Skills, Experience & Diversity Matrix November 2025 (n= 8 members)

1. Diversity

Age	<45	45-64	65+
		    	 
Gender	Male	Female	
	 	     	
Residential status	Resides in catchment	Works in catchment	
	 	   	
ATSI status	ATSI	Non-ATSI	
		      	
CALD status	CALD	Non-CALD	
	  	    	
Having lived experience or otherwise identify with the needs of people with health conditions or disabilities	Yes	No	
	   	   	

Experience as General Practitioner	Necessary/desired number of directors with the agreed competency by majority	Yes	No
	At least 2 necessary		
CEO/Senior Manager > 5 years	Necessary/desired number of directors with the agreed competency by majority	Yes	No
	At least 1 necessary		
Director of a board for small companies (less than 99 employees) > 5 years	Necessary/desired number of directors with the agreed competency by majority	Yes	No
	At least 1 necessary At least 1 desirable (evenly split)		
Director of a board for large companies (100 or more employees) > 5 years	Necessary/desired number of directors with the agreed competency by majority	Yes	No
	At least 2 necessary		
AICD	Fellow	Member	Graduate
			

2. Skills	Experience	Significant experience	Expert
Primary Care/Community Health/Public Health	At least 2 necessary	At least 1 necessary	
	 	   	 
Government/ Public policy processes	At least 1 or 2 necessary	At least 1 desirable	
		  	  
Financial Management/Accounting*	At least 2 necessary	At least 1 necessary	
	 	 	
Data analysis/quantitative measure of performance	At least 1 necessary	At least 1 desirable	
	  		
Data governance/data security	At least 1 necessary	At least 1 desirable	
			
Oversight of all aspects of Risk	At least 2 necessary	At least 1 desirable	
	   		 
Community/stakeholder engagement	At least 1 or 2	At least 1 desirable	
	 	 	 
Developing/implementing strategy	At least 2 necessary	At least 1 necessary	
	 		   
System transformation/innovation in health care	At least 2 necessary	At least 1 necessary	
	   	 	
Mental health care	At least 1 necessary	At least 1 necessary	
	   		

The law	At least 1 necessary	At least 1 necessary	
		-	
Commissioning	At least 1 necessary	At least 1 necessary	
			-

3. Scale used for the Skills & Experience Matrix

The following scale was used to assess skills and experience around each competency:		
0	No Experience	You have no experience of this area
1	Basic	You have a common knowledge or understanding of this competency
2	Knowledge	You have some training or a qualification in this competency
3	Experience	You have up to three years' professional employment or oversight (board or committee) experience that is recognised as relevant to the competency
4	Significant Experience	You have over three years' professional experience, which is recognised as relevant to the competency, excluding Board or Committee experience
5	Expert	<p>You are known as an expert in this area and have extensive professional experience relevant to the competency, including in leadership roles. Experience in Board or oversight roles is generally not sufficient to be classed at Expert level.</p> <p>*In order to qualify as an expert in the category of financial management/accounting the member must hold an accounting qualification</p>