

# Annexure F: CD(SA) Skills Gap Analysis



## Introduction

The Director Competency Framework™ is the standard used by the IoDSA to define a competent director. The aim of this document is to provide the individual with a tool that will assist you in identifying areas of development. This also enables you to craft your Personal Development Plan.

## The tool

This tool will assist you in gaining insight into the areas that still need development. This could include training, mentoring, experience or reading up on specific issues.

The analysis is presented using the following elements:

- Competence
- A description of the elements within the competence
- Statements relating to the types of knowledge, skill or insight related to the competence
- Rating of yourself against each statement

The ratings include:

- **Mastery** – you have mastered this competence and do not require additional development
- **Proficient** – you have the knowledge and some experience of application, but do not yet feel you have mastered this competence and need additional development in this area
- **Satisfactory** – you have sufficient knowledge and are gaining experience, but feel that you need additional development and experience in order to master this competence
- **Improvement needed** – you realize that you need additional training, mentoring, experience and or reading up in this specific area

The Director Competency Framework is made up of Functional, Social and Personal Competencies. By working through each section you will gain insight into which areas need attention and, then, the specific types of development that are required.

M = Mastery / P = Proficient / S = Satisfactory / I = Improvement needed

**Functional Competence**

COMPETENCE		ELEMENTS/ COMPONENTS	Statement	M	P	S	I
FC1	Contribute to and function as board member within the appropriate governance structures and cognisant of position of trust	Corporate Governance Development and Evolution; Theories; Purpose and Benefits; Application; Linkage With Law; Independence and Conflicts; Governance Structures (Board, Board Committees, Company Secretary, Shareholders, Group Companies) and Delegation Frameworks; Responsible Investing	Define corporate governance				
			Understand the codes and legislation supporting corporate governance in the business, sector or industry				
			Provide an overview of how corporate governance emerged as a practice				
			My practices reflect a deep understanding of corporate governance				
			Understand the roles and responsibilities of the different corporate governance structures				
			Describe myself as a competent and experienced director				
			Contribute and participate actively in board meetings				
FC2	Lead the company effectively and ethically in the long-term interest of all its stakeholders	Leadership and Corporate Citizenship; Ethical Values Underpinning Corporate Governance (Responsibility, Accountability,	Identify and describe the stakeholders of my industry or sector				
			Describe corporate citizenship				
			Provide evidence of being a good corporate citizen				
			Live the values underpinning corporate governance				

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COMPETENCE		ELEMENTS/ COMPONENTS	Statement	M	P	S	I
		Fairness, Transparency); Moral Duties (Conscience, Commitment, Inclusivity Of Stakeholders, Courage, Competence); Sustainability; Stakeholder Inclusivity.	Describe ethics and how it applies to my role as a director				
			Lead ethically and consistently as a director				
FC3	Act as director within the confines of the law	Common Law, Legislation, Including Companies Act, Competition Act and Other Related Legislation and Codes.	Understand and identify the legislation governing my industry or sector				
			Compliant with the legislation applicable as a director in my sector or industry				
FC4	Contribute meaningfully and effectively to strategy - setting and implementation thereof	Business Models and Value Creation; Strategic Risks and Opportunities; Considerations of Wider Environment including Stakeholder Expectations; Impact of Strategy on Society and Natural Environment.	Define strategy, strategic risks and opportunities				
			Differentiate between oversight and management				
			Define impact of strategy on society and the natural environment				

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COMPETENCE		ELEMENTS/ COMPONENTS	Statement	M	P	S	I
FC5	Oversee the management of ethics within the company	Ethics Risk and Opportunity Profile; Policies; Risk Management; Monitoring; Reward; Disclosure.	Describe ethics in the context of the business, sector or industry				
			Identify and describe ethics risks and opportunity profile of the business				
			Discuss risk management and provide evidence of how it is applied in the business				
			Discuss the rewards system in the business				
			Describe disclosure and how it applies to the business, sector or industry				
FC6	Oversee remuneration policy and its implementation	Role of Remuneration Committees; Components of Remuneration; Linkage with Performance; Ethical Dimension of Remuneration; Policy; Measurement; Reporting; Shareholders' Say on Pay.	Describe the roles and responsibilities of remuneration committees				
			Identify and describe different components of remuneration				
			Link performance to remuneration in the business				
			Discuss the ethical dimension of remuneration				
			Discuss reporting of remuneration and related policies within the business				
			Describe the shareholder's say on pay in the business, sector or industry				
FC7	Serve as an effective audit committee member and/ or to relate the	Legal Requirements for Audit Committees, King III Requirements, Skills, Role in Relation to Other Board	Describe the roles and responsibilities of audit committees and the members				
			Describe reporting and accountability of audit committee to the board				

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COMPETENCE		ELEMENTS/ COMPONENTS	Statement	M	P	S	I
	functions of the board to that of the audit committee	Committees – Especially Risk, Sustainability and Social and Ethics Committees; Oversight of External Audit, Internal Audit and Finance Function; Disclosure.	Describe oversight of external audit, internal audit and finance function				
			Describe disclosure and how it applies to the business, sector or industry				
FC8	Act in a manner that demonstrates understanding of the responsibilities of various assurance providers and how these are leveraged to contribute to the working of the board and its accountability to stakeholders	External Audit, Management Reporting; Internal Audit and Internal Controls; Risk Management Framework.	Describe combined assurance				
			Describe the roles and responsibilities of external audit, internal audit and management reporting in combined assurance				
			Describe internal controls used by the business				
			Describe how combined assurance is applied in the business, sector or industry				
			Describe role of combined assurance in accountability to stakeholders				
			Describe the risk management framework of the business				
FC9			Critically analyse and interpret financial statements				

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COMPETENCE		ELEMENTS/ COMPONENTS	Statement	M	P	S	I
	Interrogate financial statements and to conclude on financial performance of company	Interpretation and sound working knowledge of financial requirements and information	Monitor performance based on insights gained from financial statements and reports				
			Contribute to decision making based on the financial statements of the business				
			Discuss financial requirements				
			Identify financial information required to make informed decisions				
FC10	Oversee risk management policy formation and oversight of implementation thereof	System and Process of Risk Management, Risk Tolerance and Appetite; Role of Risk Committee; Implementation and Monitoring of Risk Management Plan; Risk Assessments; Risk Responses; Assurance; and, Disclosure.	Describe risk management systems and process				
			Differentiate between risk tolerance and appetite				
			Identify and explain how the business implements and monitors the risk management plan				
			Use risk assessments and risk responses to inform decision making				
			Describe role of risk assurance and disclosure				
FC11	Oversee IT policy formation and oversight of	IT Charters and Policies; IT Governance Framework; IT Risks – Investment and Expenditure, Protection	Describe the role of the board in developing IT policy				
			Describe the role of the board in overseeing the implementation of the IT policy				
			Describe IT charters and policies				

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COMPETENCE		ELEMENTS/ COMPONENTS	Statement	M	P	S	I
	implementation thereof	of Information Assets; Assurance; Disclosure.	Identify IT Risks including investment and expenditure, protection of information assets				
			Describe IT assurance and disclosure				
FC12	Oversee compliance management policy formation and oversight of implementation thereof	Compliance Universe; Compliance Framework and Process; Integration into Risk Process.	Describe the role of the board in developing compliance management policy				
			Describe the role of the board in overseeing the implementation of the compliance management policy				
			Describe the compliance universe of the business, sector or industry				
			Relationship between compliance and risk in the business				
FC13	Oversee stakeholder policy formation and oversight of implementation thereof	Reputational Risk; Identification of Stakeholders; Stakeholder Inclusivity; Engagement with Stakeholders; Alternate Dispute Resolution (ADR)	Describe the oversight role of the board in implementation of stakeholder management				
			Describe reputational risk				
			Identify stakeholders of the business				
			Describe stakeholder inclusivity				
			Discuss how the business engages with stakeholders				
			Describe alternate dispute resolution (ADR) of the business				
FC14			Describe integrated reporting				

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COMPETENCE		ELEMENTS/ COMPONENTS	Statement	M	P	S	I
	Oversee integrated reporting	Nature of Integrated Reporting; Frameworks and Principles; Assurance	Describe the implementation of integrated reporting in the business using frameworks and principles				
			Describe importance and role of assurance in integrated reporting				
FC15	Respond to business challenges in a creative and constructive manner	Anticipation of risks; Dealing with Risks; Recognition of Business Opportunity; Anticipating Competitor Action; Setting Priorities and Resource Support	Describe how the business anticipates and deals with risks and opportunities				
			Describe how the business anticipates competitor action and performs competitor analysis				
			Describe how the business sets priorities and provides resources to support use of opportunities / addressing of risks				
FC16	Gather and analyse information in decision-making by applying logical thinking	Systems Thinking; Organizational Knowledge; Problem Identification; Problem Analysis and Solving	Describe concepts and mechanisms that support the analysis of information for decision making, including systems thinking, organisational knowledge, problem identification, problem analysis and solving				

**Personal Competence**



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COMPETENCE		ELEMENTS/ COMPONENTS	Questions	M	P	S	I
PC1	Act in a manner that demonstrates self-knowledge and self-awareness	Emotional Self-awareness; Knowing Strengths and Limitations; Self-Confidence	Completed an independent personality profile identifying my strengths and weaknesses in the past 5 years				
			Act in a manner that demonstrates self-knowledge and self-awareness				
PC2	Manage self in a manner that contributes to the activities of the board	Emotional self-control; Transparency; Adaptability; Achievement; Positive Demeanor	Demonstrate self-management through emotional self-control, transparency, adaptability, personal achievement and positive demeanor				

### Social Competence

COMPETENCE		ELEMENTS/ COMPONENTS	Questions	M	P	S	I
SC1	Adapt to environmental needs	Understanding others' perspectives and taking an active interest in their concerns; Reading the currents, decision networks and politics at the organisational level; recognising and	Describe the macro-, meso- and micro environment				
			Understand the perspectives of others				
			Take active interest in concerns of others'				
			Up to date on current issues affecting the business, sector or industry				
			Understand the influence of decision networks and politics on the business, sector or industry				

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COMPETENCE		ELEMENTS/ COMPONENTS	Questions	M	P	S	I
		meeting staff, client and member needs	Recognizing and meeting staff, client and member needs				
SC2	Interact with fellow board members and management in a manner that is beneficial to the company	Inspirational leadership; Influence and persuasion; Developing others; Change catalyst; Conflict Management; Building relationships; Teamwork and collaboration	Understand my role in inspirational leadership, influence and persuasion				
			Develop others				
			Act as a change catalyst				
			Manage conflicts – within the board and, when appropriate, within the business				
			Build relationships amongst the board through teamwork and collaboration				

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**SKILLS GAP ANALYSIS: SUMMARY OF RESULTS**

<b>Name of Candidate</b>	
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Competence	M	P	S	I
FC1				
FC2				
FC3				
FC4				
FC5				
FC6				
FC7				
FC8				
<b>Total</b>				

Competence	M	P	S	I
FC9				
FC10				
FC11				
FC12				
FC13				
FC14				
FC15				
FC16				
<b>Total</b>				

Competence	M	P	S	I
PC 1				
PC 2				
<b>Total</b>				

Competence	M	P	S	I
SC 1				
SC 2				
<b>Total</b>				

If any of your ratings were "S" or "I", then we suggest the following training at the IoDSA:

Being a Director Part 1	FC1, FC2, FC3, FC8, FC12, FC15, FC16
Being a Director Part 2	FC2, FC4, FC9, FC12, FC13, FC14, FC15, FC16
Being a Director Part 3	FC8, FC10, FC12, FC15, FC16
Being a Director Part 4	FC8, FC8, FC12, FC15, FC16
Being a Director Part 5	All competencies, excluding FC 11 and FC 14, applied through a simulation

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Finance	FC9
Governance of Ethics	FC5, FC2
Effective Remuneration committees	FC6
Audit Committee Effectiveness	FC7
IT Governance	FC11
Integrated Reporting	FC14

Please note: Social and Personal Competencies are developed through soft skills training and experience as director. These are not specific content areas addressed through IoDSA Director Development training