

## ***Skills assessment matrix***

There are three stages in this process:

1. Consider the organisation's priorities for the next few years; you may have already set these out in a strategic or business plan or you may need to agree them now.

Insert the priorities in the column headed priorities. Now identify the skills, experience and knowledge needed at board level to help you achieve them. Record these on the matrix provided below. For example if you are employing a member of staff for the first time you may want to ensure someone on the board has experience of being an employer. Note this need in the first of the columns under skills.

Consider your changing external environment and whether this requires new skills of the board.

If you are not yet clear about your priorities, you should ask whether you are ready yet to recruit new trustees. If your organisation is in major transition it may be appropriate to bring in new trustees to help you with that process, but it is generally better to have a clear idea of where you are going so you can recruit people with the skills that are most useful.

2. Once you have completed Stage 1 above, assess which of these skills existing board members have. Ask existing trustees to fill in copies of the matrix indicating whether their skills for the area are strong, adequate or weak.

3. Put all the individual results on one matrix. You will be able to see where you are already strong and where you have gaps in skills, knowledge or experience. These are the skills you should be looking for in your new trustee.



# Trustee Recruitment Toolkit



Our priorities	Skills, knowledge and experience needed by the board to achieve the organisation's priorities and to adapt to the external environment						
	1 Experience as an employer	2	3	4	5	6	7
1 Appoint first staff member							
2							
3							
4							
5							
6							
7							

