

Board of Governors | Skills Matrix

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| **Name:** |  |

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| **Level of Experience: 3** = High  **2** = Medium **1** = Low OR **N/A** | | | | | | | | | | | | | | | | | | |
| **Indicate Level of Experience →** | \*Professional Designation | Board and Governance | Business Management | Diversity & Inclusion | Post-Secondary Education | Ethics | Financial Literacy | Government and Government Relations | Political Acumen/Sensitivity | Human Resources Management & Labour Relations | Information Technology | Legal | Public Affairs and Communications | Quality & Performance Management | Applied Research | Risk Management | Stakeholder Engagement & Community Involvement | Strategic Planning |
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| **Professional Designation(s):** |  |

**\*If you indicated a score of 1 – 3 for Professional Designation, please identify the designation(s) above**

**Definitions (continued on page 5):**

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| Professional Designation | Any designation, e.g., ICD.d, Legal, Accounting, Project Management, etc. |
| Board and Governance | Knowledge and experience in best practice corporate governance, policies and processes  Demonstrated experience of governance principles and practices at Board level  Formal training in directorship/governance |
| Business Management | Large scale organizational and cultural change management and understanding business management models |
| Diversity & Inclusion | Experience working with diverse stakeholder groups and populations  Understanding of unconscious bias and prevention techniques  Strong links to the local community and ability to respond effectively to local needs |
| Post-Secondary Education | Sector knowledge |
| Ethics | Experience in balancing ethical issues related to governance and issues management  Professional designation in ethics |
| Financial Literacy | The ability to understand conceptually the financial position of the organization as presented in its financial statements and the ability to:   * analyze key financial statements * critically assess financial viability and performance * contribute to strategic financial planning * accountability frameworks |
| Government and Government Relations | Understanding of the political environment in which the College operates for decision making  Can gain access to government officials/political leaders |
| Political Acumen/Sensitivity | Demonstrated experience in exercising political acumen in difficult matters  Cultural sensitivity |
| Human Resource Management & Labour Relations | Experience in planning and implementing human resource strategies and labour relations negotiation mandates  Experience in executive compensation planning and models |
| Information Technology | Knowledge and experience in governance of information management and information technology including personal information privacy, security risk management and business continuity |
| Legal | Holds a legal designation or experience applying relevant legislation as it relates to business issues, e.g., policy matters |
| Public Affairs and Communications | Demonstrated experience with identifying, anticipating and managing stakeholder expectations  Issues management experience |
| Quality and Performance Management | Demonstrated experience in monitoring/evaluating quality initiatives and associated performance measurement and reporting for quality educational experience |
| Applied Research | Understanding of applied research in an academic setting  Experience in applied research and integrating research into practice |
| Risk Management | Demonstrated ability to think critically about enterprise-wide risks and mitigation strategies including oversight |
| Stakeholder Engagement & Community Involvement | Demonstrated experience with identifying, anticipating, and satisfying stakeholder expectations  High level reputation and networks in the local community including with community members and organizations and the ability to effectively engage and communicate with stakeholders  Understanding of stakeholder mapping and strategies |
| Strategic Planning | Demonstrated ability to oversee strategic planning processes, objectives and progress |