



STEP Board of Directors Skills and Representation Matrix: Self-Assessment Guidelines & Checklists

Background and Introduction

In September, 2007 an updated Board Governance Policy Manual was approved by the STEP Board of Directors. A significant feature of this Governance Policy is a shift toward a strong role in the Board's own leadership and management of its succession, renewal and recruitment of Board Directors. As part of the process surrounding seeking applications and recruiting new Directors to fill expired terms, candidates are asked to self-identify what competencies, background and skills the candidate would bring to the STEP Board.

The Matrix of Skills and Representation below will ensure a skilled, balanced and high-performing Board is sustained for the future. Please use the following two checklists to personally rate your experience level in each category, **with 1 being low and 5 being a high level of experience, knowledge and appropriate representation**. Recruitment of STEP Directors also includes the important consideration of such fundamental criteria as a stated commitment to STEP's organizational values, an absence of major conflict of interest, local and international reputation, high personal integrity, a track-record of achievement and dedicated commitment and focus to the necessary time required to serve on the Board.

Checklist #1 - Skills & Experiences

SKILL/EXPERIENCE	COMPETENCY	1	2	3	4	5
Board of Directors Experience	Experience in serving on public sector, private sector or not-for-profit boards. Experience with good governance policies.					
Business/Corporate Planning Experience	Experience in business/corporate planning for public sector, private sector or not-for-profit boards.					
Leadership Experience	Experience serving as a Committee Chair, or in other positions of leadership.					
Export Sector Experience	Experience in conducting business in an international environment.					
Committee Experience and Teamwork	Experience with serving on committees and teams.					
Strategic Planning and Focus	Experience with planning, evaluation, and implementation of a strategic plan. This includes a demonstrated ability to focus on longer-term goals and strategic outcomes, as separate from day-to-day management and operational experience.					
Government and Member Relations	Experience in strategic government relations and/or member/customer relations management and effective communications for public sector, private sector, or not-for-profit boards.					
Human Resource/Executive Performance	Understanding of human resource/personnel considerations and issues for executive recruitment, compensation structures, and performance review among public sector, private sector or not-for-profit boards.					
Accounting Knowledge	Understanding of financial reporting, and knowledge of other considerations and issues associated with the auditing requirements for public sector, private sector or not-for-profit boards.					
Financial/Investment	Understanding of financial operational management and the proper application of internal controls for public sector, private sector or not-for-profit boards.					
Risk Assessment	Experience in the process of identifying principal corporate risks and to ensure that management has implemented the appropriate systems to manage risk.					
Organizational Management	Understanding of organizational design and management for public sector, private sector or not-for-profit corporations.					

Checklist #2 - Balanced Representation

REPRESENTATIVE CATEGORY	DEPTH AND CLARITY OF REPRESENTATION	1	2	3	4	5
Agri-value Industry Representation	Experience in production, marketing and export sales of primary food production, food ingredients, food processing, bio-fuels, and/or agricultural-related biotechnology, etc.					
Manufacturing Industry Representation	Experience in the production, marketing and export sales of manufactured goods - e.g. agricultural machinery, transportation equipment, mining and energy equipment etc.					
Advanced Technology Industry Representation	Experience in the production, marketing and export sales of information technologies, environmental technologies, telecommunications, advanced electronics and instrumentation, health sciences etc.					
Professional & Service Industry Representation	Experience in the production, marketing, and export sales of professional services, research and innovation services, and other consulting, training, or education services to foreign markets, including possible work on international projects with International Financial Institutions.					
Natural Resources Sector Representation	Experience in the production, marketing, and export sales of natural resources sector to foreign markets.					
Associate Member Representation	Provides business-to-business services to build the trade and exporting capacity of the province (e.g. experience and services to STEP members in logistics, law, finance, management consulting, IT support, etc.)					
Non-urban Location	Ensures that not all STEP Board members are representative of major urban centres; to add sensitivity and awareness of delivering export and trade development services to more remote and/or rural areas.					
Beyond Canada-USA Markets	Experience in cross-cultural business, international travel, and exporting to more distant global markets beyond Canada and the USA					
Other Representation	Self identified other representation					

Submitted by: _____ Title _____

Organization: _____

Signature: _____ Date: _____