



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

Background and Introduction

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, and not-for-profit boards. | | | | | |
| Human Resource/Executive Performance Review | 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. | | | | | |
| Knowledge of STEP Services | Use of and/or understanding of STEP services i.e.: trade missions (incoming & outgoing), market intelligence, MAP, seminars, etc. | | | | | |
| Regulatory and Legal Experience | Experience in regulations and legal matters related to export business or international affairs | | | | | |

Checklist #2 - Sector 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.) | | | | | |

Checklist #3 – Balanced Representation

| | | |
|---------------------------|---|---|
| Geographic Location | Acknowledges differences in delivering export and trade development services to rural or remote areas. | HQ location, location(s) of other offices/facilities: |
| Beyond Canada-USA Markets | Accounts for experience in cross-cultural business, international travel, and exporting to markets beyond Canada and the USA. | Markets outside of Canada/US: |
| Company Size | Promotes representation from large, medium, and small exporters each with different export service needs | # of Employees: |
| Gender | Ensures diversity of representation and perspective | Gender (optional): |
| Other Representation | Self-identified other representation | |

Submitted by: _____ Title _____

Organization: _____

Signature: _____ Date: _____