



**BOARD OF DIRECTORS – COMPETENCIES / SKILLS MATRIX
(V: May 18, 2023)**

Public Protection	Strategic Focus	Leadership	Communication	Specific Skills & Knowledge
<ul style="list-style-type: none"> •Public Safety •Regulatory Governance 	<ul style="list-style-type: none"> •Strategy •Change Management 	<ul style="list-style-type: none"> • Board Experience •Organizational Leadership 	<ul style="list-style-type: none"> •Stakeholder Relations/Collaboration •Marketing/Public Relations 	<ul style="list-style-type: none"> •Financial Literacy •Legal •Government Knowledge •Operations & Risk Management •IT / Privacy Management •Knowledge of Vulnerable Populations

BOARD COMPETENCIES OVERVIEW

1. Public Safety	Understands consumer protection frameworks and is dedicated to promoting and protecting consumer interests, including client/patient safety and quality of care. Experience in promoting and taking on activities that enhance public safety such as training, registration, audit, quality assurance, investigations, enforcement, and other services.
2. Regulatory Governance	Experience in overseeing and/or directing a regulator, such as a health regulatory college or administrative authority. This includes making, communicating, monitoring, and enforcing rules; arbitration, sanctions and evaluation.
3. Strategy	Generates and applies strategic thinking to the business or regulatory environment and identifies relevant opportunities. Ability to understand how an organization must evolve considering internal and external trends and influences.
4. Change Management	Sound knowledge of change management principles and frameworks; has either led major change within a business or regulatory environment or has provided strategic insight to management to facilitate significant transition. This could include understanding of the impact of Authority decisions on the broader labour market.



5. Board Experience	Experience in Board governance and best practices, preferably at a large organization with public responsibilities and/or provincial in scope. This may include corporate or not-for-profit governance. It may also include serving on statutory committees, development of corporate bylaws.
6. Organizational Leadership	Experience in organizational development, design, and effectiveness, which includes exercising professional judgement and working effectively in an inclusive, team environment.
7. Stakeholder Relations/ Collaboration	Able to both listen effectively and articulate ideas, opinions, rationales, and comments clearly and concisely. This includes engaging in frank, open and honest discussions, valuing a variety of opinions and perspectives, with a view to making reasoned decisions and to communicate them in a timely manner; and seeking to achieve in-group consensus in the best interest of the organization.
8. Marketing/Public Relations	Experience in communications, public relations or interacting with the media.
9. Financial Literacy	Experience in a business environment with accounting or financial responsibilities. Ability to understand financial reports, including budget, balance sheet, variance analysis. May also include experience serving on an audit committee.
10. Legal	Experience in a regulated environment and understanding of and ability to interpret and apply applicable legislation, regulations, and compliance requirements.
11. Government Knowledge	Understands government structure, mechanics and decision-making processes, and various regulatory, public protection models.
12. Operations & Risk Management	Knowledge of sound management and operational business processes and practices. This should include knowledge of public policy development, including operational policy, conflict management and risk management. Experience with creating evaluation methodologies and assessment tools.
13. IT /Privacy Management	Knowledge of, and experience in complex or large-scale IT systems, including privacy considerations.
14. Knowledge of Vulnerable Populations	Lived experience with diverse groups, which may encompass individuals registered with the Authority as well as those receiving their services.



ADDITIONAL BOARD REQUIREMENTS

Note: the following is intended to serve as a guide. All Board Appointees must comply with current HSCPOA By-laws provisions.

Essential Requirements of All Board Appointees:

- Be a resident of Ontario.
- Be proficient in English; multilingualism is considered an asset.
- Be able to attend virtual meetings (or in-person in Toronto, if required).
- Not be an employee of the Ontario Public Service.
- Not be a registrant of the Authority or a representative of an association within a sector that is within the jurisdiction of the Authority to ensure the Authority remains impartial and not unduly influenced by interests of specific professions or stakeholder groups (e.g., employers, unions, operators, managers).
- Fulfill their duties professionally and ethically. This includes declaring any real, potential, or perceived conflict of interest, such as a personal, professional, or financial interest. This could include representing a specific group of individuals (e.g., as a regulated health professional or an association with specific interests in the PSW profession, such as an employer or union).

Desired Requirements – Overall Board Membership:

- Diversity, including gender, cultural, socioeconomic and persons with disabilities.
- Francophone and Indigenous representation.
- Health and social service sector experience, including experience with vulnerable populations.
- Education sector experience.
- Regional/geographical representation, including rural/remote areas of the province.