



## Board Competency Matrix: Desired Board Composition

Core Business Skills/Experience	Ideal Experience (# of Advanced [4] and Expert [5])
<p><b>Senior Leadership Experience</b> Experience as an executive or senior manager in a small-medium sized enterprise. Individuals with senior leadership experience have had experience working as a part of a team managing a company/organization and its people.</p>	<p><b>2-3</b></p>
<p><b>Other Board Experience</b> Experience on a Board other than small charitable organization/community associations. Understands how to effectively collaborate with fellow directors and management to build consensus and utilizes communication/facilitation techniques to encourage debate, dialogue, and discussion.</p>	<p><b>4-6</b> <i>Ideal: Chair &amp; VC – 4+</i></p>
<p><b>Financial Literacy</b> The ability to understand and effectively use various finance skills to make informed decisions. Ability to understand budgeting processes, financial objectives, and financial statements (balance sheets and income statement). Reviews financial reports presented by management and asks appropriate questions</p>	<p><b>3-4</b> <i>Require: 1 CPA</i></p>
<p><b>Accounting</b> Understands and incorporates processes to ensure compliance with internal controls and standards of sound business practices. Reads and interprets reports of the compliance officer, external auditor, internal auditor and the regulators. Asks appropriate questions about the credit union policies, practices, and reports and demonstrates a knowledge of resolution strategies to address any material weaknesses and deficiencies. Incumbents of an “expert” skill level would hold an CPA designation.</p>	<p><b>1-2</b> <i>Require: 1 CPA</i></p>
<p><b>Human Resources &amp; Compensation</b> Experience with human resources issues in a corporate environment with relevant knowledge of compensation plan design and administration, leadership development/talent management, corporate culture and succession planning.</p>	<p><b>1-2</b></p>

<p><b>Governance &amp; Ethics</b></p> <p>Understands what corporate governance is and how it is applied to the credit union environment, the governance structure of the credit union, and the responsibilities of directors and the Board in order to satisfy the “G” pillar of ESG. Recognizes the role of ethics (code of conduct) and personal integrity in acting in the best interests of the credit union and safeguards confidential and sensitive information. Contributes fully to the Board and governance structures by asking appropriate questions, identifying material deficiencies, and seeking independent advice or expertise when required. <i>*Expert level will have a professional director/governance designation supplemented by years of experience.</i></p>	<p><b>4-6</b> <b>(Ideally</b> <b>Board/Committee</b> <b>Chairs)</b></p>
<p><b>Strategic Planning &amp; Sustainability</b></p> <p>Ability to generate and apply strategic thinking to the business insights and opportunities relevant to credit unions. Applies knowledge of corporate goals, strategies, and objectives to evaluate reports and recommendations by management to ensure alignment with the organization’s vision and values. Experience development and/or executing strategy at a senior or governance level. Understanding of sustainability and ESG matters specific to the credit union and experience with implementing ESG practices and policies, particularly as it relates to the “E” pillar (environment)</p>	<p><b>2-3</b></p>
<p><b>Digital, IT &amp; Security</b></p> <p>Knowledge and understanding of current and emerging technologies, the opportunities it holds for the credit union, current risks, and regulatory requirements. Experience and education to support implementation of a technology strategy and understanding of emerging and industry technologies, cyber-security, and IT projects.</p>	<p><b>2-3</b></p>
<p><b>Commercial Credit</b></p> <p>Experience in commercial lending and is proficient in directing and governing policies relating to such. Ability to provide oversight, understanding and challenge the level of risk and potential impacts to the portfolio. Will be able to understand the risks associated with different levels of lending.</p>	<p><b>1-2</b></p>

<b>Core Industry Experience</b>	<b>Ideal Experience (# of Advanced [4] and Expert [5])</b>
<p><b>Financial Services Industry</b> Experience at the senior management level with a good understanding of financial institutions and the ability to offer insights on the credit union’s strategy and mission, key business drivers, organization structure and major stakeholders. Ability to compare operational efficiency against industry standards and best practices.</p>	<b>2-4</b>
<p><b>Legal, Regulatory &amp; Compliance</b> Has experience and demonstrates knowledge of the Acts, legislation, regulations, and other relevant legal requirements pertaining to the credit union. Understands the credit union’s by-laws and related policies and promotes regulatory compliance. Able to identify gaps in the credit union’s policies and initiates policy enhancements to deal with gaps. <i>*Expert level would have a legal degree or extensive experience working for a regulator.</i></p>	<b>2-4</b>
<p><b>Growth &amp; Market Expansion</b> Experience with a rapidly growing organization focused on direct-to-consumer product offerings, services, and member relations. Understanding of the complexities involved with expanding to different geographical regions and rapidly growing a member base. Experience in mergers and acquisitions.</p>	<b>2-3</b>
<p><b>Risk Identification &amp; Management</b> Understands the areas of risk to which the credit union may be exposed, the risk management framework and policies of the credit union. Experience in developing and overseeing risk frameworks in large, complex organizations. Understanding of the Board’s role in the oversight of risk management and the risk assessment tools and reports. <i>*Expert level would required experience in managing risk within a FRFI and/or a professional risk designation.</i></p>	<b>3-5</b>
<p><b>Leadership with Co-operatives</b> Knowledge of member-owned organizations, with an understanding of the co-operative principles as guidelines by which credit unions put their values into practice. Understands the nature and extent of the credit union’s operations and infrastructure including the major lines of business, services and delivery channels, and the membership profile.</p>	<b>4-6</b>
<p><b>Stakeholder Engagement &amp; Community Leadership</b> Familiarity with overseeing and ensuring effective engagement and communication strategies with key stakeholders, including members (particularly in underserved communities), employees, regulators, and the government. Have understanding of the “S” of ESG. Volunteer experience with not for profit (charitable) or community-based organizations.</p>	<b>2-3</b>

## Diversity

**Tenure:** The Board is cognizant of having regular renewal of Directors during election cycles.

**Geographical:** The Board seeks to be geographically diverse across Canada (1 – 2 directors).

**Gender:** The Board strives to have a diversity ratio of no more than one gender representing eight (8) seats of the Board by 2027.

## Innovation Credit Union – Director Self-Evaluation Guide

Directors will use the guidelines below to evaluate and report their skill/experience level for each competency.

Rating	Description
1	No formal education, experience, or competency
2	Basic understanding or experience level: <ul style="list-style-type: none"><li>• Education/training that provided basic understanding</li><li>• Some experience related to the skill/experience</li><li>• Capable of following the Board discussions on the topic</li></ul>
3	Competent understanding or experience level: <ul style="list-style-type: none"><li>• Management/Board experience or well-developed skills in this area that result in a fulsome understanding of the key issues/principles</li><li>• Education or training specific to this skill</li><li>• Capable of evaluating materials prepared by Management and contributing to the Board discussions</li></ul>
4	Advanced understanding or experience level: <ul style="list-style-type: none"><li>• Extensive Management or Board experience specific to this skill</li><li>• Significant experience as a practitioner in this area</li><li>• Able to review materials prepared by Management and ask practical questions</li><li>• Capable of analysing data/explaining concepts and contributing significantly to board discussions</li></ul>
5	Expert-level understanding: <ul style="list-style-type: none"><li>• 8+ years of senior management experience, considered an expert or specialist more broadly by peers</li><li>• Professional designation or post-graduate education relevant to this skill</li><li>• Capable of analysing data/explaining concepts, leading Board discussions, developing long-term strategy and challenging experts</li></ul>