

Example Board Profile and Skills Matrix

[Date]

As the governing body of the [insert name] Treatment Centre, the Board of Directors has a global responsibility to ensure the success of the Centre for Youth, their families and their communities, as well as for effective administration and future development of the organisation. The board must establish a clear direction and establish a fair and effective policy structure, ensure adequate resources, oversee performance and progress towards objectives, ensure that an effective management team is in place, ensure compliance with laws, regulations and agreements, ensure continuity, and maintain accountability and transparency with key stakeholders.	To succeed in the performance of their duties board members must collectively represent the skills, knowledge, experience and personal character required. The board must also include appropriate representation of all key stakeholders. This tool provides a list of the essential skills and attributes required of the Centre's Board of Directors. It aims to ensure that the board recruits consistently and selects directors with the required balance between personal experience, environmental or contextual knowledge, personal attributes and skills, and representation.
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ATTRIBUTE	DESCRIPTION	NUMBER OF TARGET MEMBERS
General skills required for all directors		
Good knowledge of Indigenous cultures	A member of an Indigenous community that is aware of the history, culture and way of life of Indigenous peoples. They must be able to use this knowledge to understand the environmental context of [Treatment Centre] work. Awareness of social conditions in the environments in which the young people live, and the challenges they face. Experience in community development. Able to represent the best interests of [Treatment Centre], the interests and needs of the youth, families and communities served.	All

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Financial literacy	Has the capacity to develop the competence to understand financial statements, to evaluate the budgets of the organizations and project budgets, to allocate resources to achieve results.	All
Analytical and critical thinking	Able to think analytically and critically, to evaluate different options, proposals and arguments, and to make sound decisions. Ability to think strategically about the concerns and challenges facing [Treatment Centre] and to plan for the short, medium and long term. Knowledge of risk factors in a treatment setting.	All
Interpersonal communications	Has the ability to effectively communicate ideas, views and perspectives to peers, as well as to receive and respect the ideas, positions and views of peers. Able to participate in dispute resolution in the interests of [Treatment Centre].	All
Creative and strategic vision	Has the ability to consider and define future goals and objectives that provide better benefits to Aboriginal youth and their families for whom the organization operates. (For example, experience in strategic planning, performance measurement, financial planning, etc.)	All
Administration/ management	Strong understanding and experience of the appropriate roles, group processes and administrative and policy regulations that make up the organization's governance systems. Judgment and integrity demonstrated in a supervisory role. Demonstrates a clear understanding of the distinction between the role of the board and the role of management. (For example, experience on other boards, high-level experience on other boards, or director appointment.)	All
Personal commitment	Has demonstrated through past community involvement a strong motivation to contribute to the well-being and development of Indigenous youth.	All
Team Leadership / Teamwork	Ability to inspire, motivate, guide and lead. Demonstrates an understanding of the importance of teamwork. The ability to recognize and value the contributions of board members, management, staff, youth and their families, partners and other stakeholders.	All

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Specific skills		
Knowledge of healing and wellbeing	Recognized knowledge of substance use issues in Indigenous communities and the most effective treatment options and practices. Presents an understanding of current trends, mental health and well-being, as well as the skills required to oversee data collection and analysis to support effective planning and programming.	2
Education and development	Knowledge of pedagogical approaches, child development, curriculum development, evaluation and aboriginal education issues.	1
Governance/ Government Relations	Experience in First Peoples Governance or senior management experience in Indigenous political and public advocacy. Knowledge of the general context of public policy and the strategic priorities of governments. The ability to connect, create networks and foster relationships, act as an ambassador for [Treatment Centre]. Aware of the importance of [Treatment Centre's] independence from other government institutions. (Taken from the first skill)	1
Human resources and organizational development	Strong experience in human resources policies and compensation practices, recruitment and retention strategies, succession planning, organizational capacity and professional development, including performance management and executive evaluation.	2
External resources		
Financial expertise	Expertise in accounting and financial reporting and corporate accounting. Certified accountant if possible. In-depth knowledge of internal financial controls and IFRS. Expertise in auditing, evaluating or analyzing financial statements.	Resource person

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Legal knowledge	Knowledge or expertise of legal principles, processes, understanding the legal dimensions of organizational problems.	Resource person
Research experience	Knowledge of statistics and research methods, including research ethics. (For example, research projects in a community health or social work environment, etc.)	Resource person

Representation factors	Objective
Diversity of First Nations	Strong representation of the cultural and geographic diversity of the Indigenous peoples served, including remote, rural and urban areas. Residence in a community served.
Gender representation	Balanced representation of genders.
Representative of age groups	A few young people (aged 18 to 35) who demonstrate the knowledge and leadership needed to express the views of young people. Could be a former client of the Center. A few Elders who are able to share knowledge and wisdom about their culture.
English/French bilingualism	Board profile reflecting Canada's two official languages (English and French). Knowledge of an Indigenous language is an asset.
Band Council representative	A member of the [identified] Band or a member of the [identified] Band Council appointed by the Band Council to represent the community where [Treatment Centre] is situated.

Rating scale: 0 - No 1 - a little 2 - average 3 - expert

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Check box when applicable	Candidate 1				Candidate 2				Candidate 3			
General skills	0	1	2	3	0	1	2	3	0	1	2	3
Good knowledge of Indigenous cultures												
Financial literacy												
Analytical and critical thinking												
Interpersonal communications												
Creative and strategic vision												
Administration / Management												
Personal Commitment												
Team Leadership / Teamwork												
Specific skills												
Knowledge of healing and wellbeing												
Education and development												
Governance and government relations												
HR and organizational development												
Representation factors												
Cultural and geographical diversity												
Gender												
Age groups												
Official languages												

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[Host Community] Representative			
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