



## Board Diversity and Skills Matrix

Athletics Alberta understands that there is more to director effectiveness than just skills. Truly effective directors bring to the table a combination of skills, diversity, and a commitment to community. This document explores the attributes of our directors on all these fronts.

Please fill out the blue highlighted sections of the document.

Director Name

### Director Skills Information - Areas of Expertise

Please assess yourself on the competencies in the Board Skills Matrix, considering your experience, education or training in each of the areas. Please use the following scale. Each competency provides specific information on expertise in that area.

#### Rating Scale

Rating	Category	Description	Level of Experience, Education or Training
0	Limited or no expertise	Very little or no knowledge, experience, or education in the competency area	0 to 6 months direct or indirect experience in the competency and no education or training
1	Basic	Some knowledge, experience, or education in the competency area; understands the relevant terminology and can follow a discussion of the issue	6 to 12 months direct or indirect experience in the competency and / or minimal education or training
2	Good	Good understanding of the fundamentals of the competency and sufficient knowledge, experience, or education to apply concepts to straightforward issues	1 to 2 years direct experience or 3 to 5 years indirect experience in the competency and / or some education or training
3	Strong	Significant understanding of the competency and sufficient knowledge, experience, or education to participate fully in board analysis and discussion on more complex issues	3 to 5 years direct experience or 5+ years indirect experience in the competency and, ideally, significant education or training
4	Expert	Expert understanding of the competency and sufficient knowledge, experience, or education to provide high-level analysis and advice on complex issues	5+ years direct experience in the competency and significant education or training



## Experience

Direct Experience, or professional experience, may consist of:

- working within a role that has responsibility for the competency area in a full-time capacity.
- overseeing others who work within the competency area.

Indirect Experience, or lived experience, may consist of:

- experience gained outside an employment environment, including as a volunteer.
- experience gained by being an athlete, coach or official.

**Education and Training** - Education or training may consist of:

- A certificate, diploma, or degree in the competency area or an area closely related to the competency from a university, college, or technical school.
- Programs or courses completed through a reputable training organization, including director education programs, with respect to the competency area.

**Education Guidelines** - The following guidance is provided for education levels:

- Minimal education may consist of one or more courses or presentations on a specific topic, each a half-day or shorter.
- Some education may consist of three or more short courses or presentations or a full-day course on a specific topic. This may include individual director accreditation courses or a certificate course in the subject.
- Significant education (except for the expert category) may include certificate, diploma or degree courses or full director accreditation education. For the expert category, a relevant degree or professional designation will generally be expected.

## Competency Notes

The competencies are divided into three sections:

- Tier 1 competencies – are those critical to the Board's ability to appropriately execute its responsibilities.
- Tier 2 competencies – other competencies of high value to the Board.
- Tier 3 competencies – other competencies that may be of value to the Board.

\*Individual directors are not required to have all competencies or even all core competencies.

## CV or Bio

Please provide a copy of your current CV or a bio when you submit this form.

Your self-assessment in these areas will help inform recruitment activities and assist in the creation of development plans.



## Board Skills Matrix

### Tier 1 Competencies

Competency	Rating
<p><b>Board Governance.</b> Understanding of board governance as it relates to an organization of similar or greater size and complexity to Athletics Alberta and experience on other boards.</p> <p>Critical to the board to appropriately oversee the operational effectiveness of the organization.</p> <p>Expert rating is applicable to those with a director accreditation and recent or ongoing directorships with other associations or not-for-profit organizations, ideally in the sports sector.</p>	
<p><b>Leadership.</b> Understanding of the challenges and requirements of leadership roles, including building and developing strong teams and managing the big picture issues of an organization of similar size and complexity to Athletics Alberta.</p> <p>Critical to the to the Board to appropriately oversee the performance of management in carrying out the day-to-day operations and strategy of the organization. Also, an asset in building strong connections to the business community.</p> <p>Expert rating is applicable to recent or ongoing experience at a senior level in an association, not-for-profit organization, or business enterprise.</p>	
<p><b>Financial Acumen.</b> Understanding of budgeting, accounting principles, financial statements, and audit processes for an organization of similar size and complexity to Athletics Alberta.</p> <p>Critical to the board to oversee the integrity of the organization's financial statements and finances, including external audits.</p> <p>Expert rating is applicable to a Chartered Professional Accountant with recent or ongoing experience preparing, auditing, or reviewing financial statements for an association or not-for-profit organization of similar size and complexity to Athletics Alberta.</p>	

Rating	Description	Experience	And / Or	Education / Training
0	No / Limited	0 to 6 months direct or indirect		No education or training
1	Basic	6 to 12 months direct or indirect	And / Or	Minimal education or training
2	Good	1 to 2 years direct or 3 to 5 years indirect	And / Or	Some education and / or training
3	Strong	3 to 5 years direct or 5+ years indirect	And, ideally	Significant education or training
4	Expert	5+ years	And	Significant education or training



## Tier 1 Competencies

Competency	Rating
<p><b>Strategic Planning</b> Understanding of the Board's role in strategic planning, including the review, approval, and monitoring performance against approved strategic objectives.</p> <p>Critical to the board to appropriately set goals and chart a course for the organization.</p> <p>Expert rating is applicable to facilitating board strategic planning sessions or recent or ongoing experience at a senior level in a strategic planning or business development role in an association or not-for-profit organization of similar size and complexity to Athletics Alberta.</p>	
<p><b>Risk Management.</b> Understanding of risk management, including enterprise risk management, in a not-for-profit setting in an association of similar size and complexity to Athletics Alberta.</p> <p>Risk Management is critical to the board to appropriately oversee the risks, risk tolerance, risk appetite and risk management processes and programs of the organization.</p> <p>Expert rating is applicable to a risk management background with recent or ongoing experience in developing, managing, or overseeing risk management programs and systems for a not-for-profit association of similar size and complexity to Athletics Alberta.</p>	
<p><b>Sport Programming.</b> Understanding of managing sporting programs in a not-for profit setting in an association of similar size and complexity to Athletics Alberta.</p> <p>Programs is critical to the board as a key support to the organization and to appropriately oversee the programs of Athletics Alberta.</p> <p>Expert rating is applicable to a sporting programs background with recent or ongoing experience developing, managing, or overseeing programs for a not-for-profit association of similar size and complexity to Athletics Alberta.</p>	

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0	No / Limited	0 to 6 months direct or indirect		No education or training
1	Basic	6 to 12 months direct or indirect	And / Or	Minimal education or training
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3	Strong	3 to 5 years direct or 5+ years indirect	And, ideally	Significant education or training
4	Expert	5+ years	And	Significant education or training



## Tier 1 Competencies

Competency	Rating
<p><b>Sport Provincial or National Sport Knowledge.</b> Understanding of managing performance pathways in sports, as they relate to strategy and programs in a not-for profit setting in an association of similar size and complexity to Athletics Alberta. Or, understanding of National Sport organizations and coordinating programming and events between Provincial and National organizations.</p> <p>Performance pathways knowledge is critical to the board in understanding the needs of the clubs (members), athletes, officials, and coaches of Athletics Alberta. National Sport knowledge is critical to developing strategy and coordinating programming and events of Athletics Alberta.</p> <p>Expert rating is applicable to recent and ongoing experience developing, managing, or overseeing performance pathways or coordinating programming with National Sport Associations.</p>	
<p><b>Safe Sport Knowledge</b> Understanding of the necessary safe sport training, safe sport partners and safe sport facts. Understanding of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport calls for all sporting environments to be free from physical, sexual, and psychological abuse. Knowledge of safe sport decisions that promote athletes' physical and mental wellbeing and empowers sporting organizations to foster a culture that contributes to athlete success.</p>	

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3	Strong	3 to 5 years direct or 5+ years indirect	And, ideally	Significant education or training
4	Expert	5+ years	And	Significant education or training



## Tier 2 Competencies

Competency	Rating
<p><b>Human Resources.</b> Understanding of human resources and compensation matters or board level oversight of those areas.</p> <p>Important to the Board to appropriately oversee the operational effectiveness of the organization with respect to employees. Expert rating is applicable to recent or ongoing experience developing, managing, or overseeing programs for employees, and related change management, at an association or not-for-profit organization of similar size and complexity to Athletics Alberta.</p>	
<p><b>Event / Tournament Planning.</b> Experience in organizing and managing events, ideally sporting events and tournaments.</p> <p>Important to the Board to oversee the effectiveness of Athletics Alberta run events and may be of assistance to the association and management team. Expert rating is applicable to a background and recent or ongoing experience in event management or sporting event management.</p>	
<p><b>Sport Advocacy.</b> Understanding of policy issues and experience in advocacy with respect to sport.</p> <p>Important to the Board to oversee the effectiveness of Athletics Alberta advocacy initiatives and advocacy related strategy and may be of assistance to the association and management team. Expert rating is applicable to a background and recent or ongoing experience in sport advocacy.</p>	
<p><b>Volunteer Management.</b> Experience in managing and motivating volunteers.</p> <p>Important to the Board to oversee the effectiveness of Athletics Alberta volunteer programs and may be of assistance to the association and management team. Expert rating is applicable to a background and recent or ongoing experience in volunteer management.</p>	

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3	Strong	3 to 5 years direct or 5+ years indirect	And, ideally	Significant education or training
4	Expert	5+ years	And	Significant education or training



### Tier 3 Competencies

Competency	Rating
<p>Marketing / Branding / Communications. Understanding of marketing, branding or external communications, ideally in the sports or not-for-profit sectors.</p> <p>May be of assistance to the association and management team.</p> <p>Expert rating is applicable to a background and recent or ongoing experience in marketing branding or communications.</p>	
<p>Legal. Understanding of regulations for an Alberta not-for-profit organization is preferred.</p> <p>May be of assistance to the association and management team. Specific issues will be reviewed with external counsel.</p> <p>Expert rating is applicable to a background and recent or ongoing experience in Alberta not-for-profit law.</p>	
<p>Fundraising / Sales. Understanding and experience in fundraising for not-for-profit or charitable organizations. Strong sales experience is also helpful.</p> <p>May be of assistance to the association and management team.</p> <p>Expert rating is applicable to a background and recent or ongoing experience in fundraising or sales.</p>	
<p>Social Media. Experience with developing and maintaining social media campaigns.</p> <p>May be of assistance to the association and management team.</p> <p>Expert rating is applicable to a background and recent or ongoing experience in social media management.</p>	
<p>Other. Please describe the competency and how it relates to Athletics Alberta.</p>	

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## Representation

Please indicate which of the following stakeholder groups you represent with respect to Athletics in Alberta:

Stakeholder Group	I represent this/these group(s)
Officials	
Coaches	
Athletes	
Parents of athletes	

## Affiliations and Connections

Affiliations to other organizations, both on business and political fronts, can be helpful to Athletics Alberta in respect to its roles and activities within Alberta. Please indicate below the organizations that you are or have been connected to or affiliated with, including employers and your roles with their organizations, and any significant political connections.

Organization	Role or Connection



**Statement on Diversity** - Athletics Alberta's board recognizes that diversity of skills enhances its capacity to oversee the organization and support good governance practices. Diversity promotes the inclusion of different perspectives and ideas, mitigates against group think and improves dialogue and decision-making.

To support assessments of Board composition and inform nomination requests, please complete the table below.

Diversity Factors	Mark your response with an (x) or fill in the appropriate response	I decline to answer
Ability: Indicate if you have a visible or invisible disability		
Race: Indicate the race with which you identify		
Indigenous: If you are a person of Indigenous heritage in Canada, indicate the ethno-cultural group to which you belong		
Ethnicity: If you are a member of a visible minority, indicate the ethno-cultural group to which you belong		
Language: If you are fluent in a language other than English, please indicate the language(s)		
Gender: Indicate the gender with which you identify		
Orientation: Indicate if you are a member of the LBGTQ+ community		
Age: Indicate your current age		
Location: Indicate the region or area in which you reside		

**Acknowledgement**

I, \_\_\_\_\_, acknowledge that Athletics Alberta is collecting the above personal information to inform director nomination processes and develop a diverse board. I acknowledge that Athletics Alberta may publicly disclose the data in aggregate form only, without reference to any individual director.

\_\_\_\_\_  
Director / Nominee Signature

\_\_\_\_\_  
Date