

This tool provides a list of critical competencies organized in three major areas. These competencies are intended to balance professional experience, environmental or contextual knowledge, and personal attributes and skills.

The competencies listed below are examples that can be used to create an overall board profile for the board, as well as inform the development of a unique competency matrix, recruitment postings and director profiles for specific vacancies. The competencies can be tailored to best suit the needs and accurately reflect the requirements of Habitat Victoria.

Competency Area	Critical Competencies	Brief Description
Relevant Professional Experience	<ul style="list-style-type: none"> <li>• Governance (non-Profit)</li> <li>• Retail Management/Business</li> <li>• Legal</li> <li>• Donor Engagement</li> <li>• Accounting/Financial</li> <li>• Risk Management</li> <li>• Public Relations/Media</li> <li>• Construction</li> <li>• Land Development/Real Estate</li> <li>• Municipal Planning/Engagement</li> <li>• Social Issues Management</li> <li>• Banking/Lending</li> </ul>	The candidate has professional/volunteer experience that is relevant and valuable to the board of Habitat Victoria.
Specialized Environmental Knowledge	<ul style="list-style-type: none"> <li>• Government/Public Policy</li> <li>• Community/Stakeholder Relations</li> <li>• Industry/Sector</li> </ul>	The candidate has specialized knowledge of the environment or context affecting the board of Habitat Victoria.
Personal Effectiveness Skills	<ul style="list-style-type: none"> <li>• Leadership/Diplomacy</li> <li>• Strategic Thinking/Planning</li> <li>• Critical Thinking/Problem Solving</li> </ul>	The candidate has personal skills or attributes of value to the board of Habitat Victoria
Other	Additional competencies may be identified that do not fall within the categories provided above but are essential to the needs of Habitat Victoria.	

## Relevant Professional Experience

### **Governance Experience**

- The applicant has experience with and demonstrated knowledge or expertise in board governance in the private, public, and/or voluntary/non-profit sector. The applicant has a clear understanding of the distinction between the roles of the board versus the role of management. Governance experience could be acquired through prior board or committee service.

### **Retail Management/Business Experience**

- The applicant has experience with and demonstrated knowledge or expertise in sound management, change management and operational business processes and practices in the private or public sector, particularly with multi-location companies. This competency may include an understanding of topics such as managing complex projects, change management, scaling businesses for growth, and planning and measuring performance.

### **Legal**

- The applicant has experience with and demonstrated knowledge or expertise in legal principles, processes, and systems. This may include interpreting and applying legislation, experience with adjudicative or quasi-judicial hearings or tribunals, or an understanding of the legal dimensions of organizational issues. Specific areas of expertise of interest to Habitat Victoria are: Contract, Family, and Real Estate Law.

### **Donor Engagement**

- The applicant has experience with and demonstrated knowledge or expertise with leading or stewarding large-scale fundraising events or capital campaigns, and/or is able to provide access/entrée to prospective funders, donors or people of influence and profile with the goal of increasing the fundraising capacity of the charity.

### **Accounting/Financial Experience**

- The applicant has experience with or demonstrated knowledge or expertise in accounting or financial management, preferably with a CPA designation. This includes the ability to analyze and interpret financial statements, evaluate organizational budgets and understanding financial reporting.

### **Risk Management Experience**

- The applicant has experience with and demonstrated knowledge or expertise in enterprise risk management. This may include identifying potential risks, recommending and implementing preventive measures, and devising plans to minimize the impact of risks. This competency may also include experience or knowledge of auditing practices, organizational controls, and compliance measures.

### **Public Relations/Media Experience**

- The applicant has experience with and demonstrated knowledge or expertise in public relations or interacting with the media. This may include knowledge of effective advocacy and public engagement strategies, developing key messages, crisis communications, or social media and viral marketing.

### **Social Issues Management**

- The applicant has experience with and demonstrated knowledge or expertise in of how to manage social issues and family dynamics and demonstrated through a background in social work, mediation, and/or a variety of counselling.

**Construction or Land Development**

- The applicant has experience with and demonstrated knowledge or expertise in construction project management (including processes, scope, time, cost, quality, work breakdown structure and critical path scheduling), human resource management, communications management, project risk management, project procurement management, and/or project stakeholder management.

**Banking/Lending**

- The applicant has experience with and demonstrated knowledge or expertise in banking, mortgages and other lending, leveraging and debt servicing.

**Specialized Environmental Knowledge****Government/Public Policy Knowledge**

- The applicant has experience with and demonstrated knowledge or expertise in the broader public policy context affecting Habitat Victoria. This may include the strategic priorities of the Society and the relationship between those priorities and the work of Habitat Canada, as well as at municipal, provincial and even federal level.

**Community/Stakeholder Relations Knowledge**

- The applicant has experience with and demonstrated knowledge or expertise in the community or communities that Habitat Victoria serves, including the stakeholder landscape affecting Habitat Victoria. This may include a demonstrated capacity to build networks and foster trusting relationships with communities and stakeholders.

**Industry/Sector Knowledge**

- The applicant has experience with and demonstrated knowledge or expertise in the industry or sector that Habitat Victoria operates within. This may include an understanding of particular trends, challenges and opportunities, or unique dynamics within the sector that are relevant to Habitat Victoria, such as: retail, land development, construction, mediation, finance/mortgages, volunteer management, HR management, and/or public relations.

**Personal Effectiveness Skills****Leadership/Diplomacy Skills**

- The applicant demonstrates an ability to inspire, motivate and offer direction and leadership to others. The candidate also demonstrates an understanding of the importance of diplomacy and teamwork to the success of the board and the organization. This includes an understanding and recognition of the value and contributions of other board members, staff, and the organization's many stakeholders.

**Strategic Thinking/Planning Skills**

- The applicant demonstrates an ability to think strategically about the opportunities and challenges facing Habitat Victoria and to engage in short, medium and long-range planning to provide high-level guidance and direction to Habitat Victoria.

**Critical Thinking/Problem Solving Skills**

- The applicant demonstrates an ability to apply critical thinking to creatively assess situations and to generate novel or innovative solutions to challenges facing the board of Habitat Victoria.

**Other****Diversity**

- The applicant brings a new perspective due their experience and/or background and represents a viewpoint that is not currently represented on the board.