

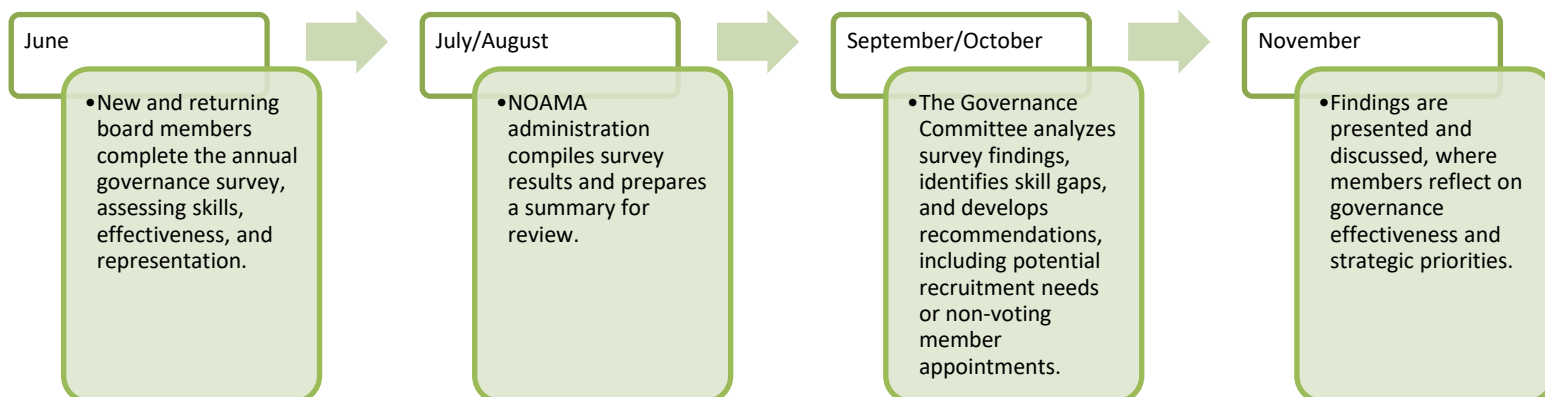
NOAMA Board Skills Matrix and Recruitment Guidelines

Last Approved:	NOAMA Board	February 25, 2025
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Purpose

The NOAMA Board Survey evaluates board effectiveness, identifies skill gaps, and informs recruitment and succession planning. The process ensures the board maintains the expertise, diversity, and governance capacity required to fulfill its responsibilities and strategic objectives.

Timeline



Board Recruitment, Evaluation, and Development Process

The NOAMA Board follows a structured process to ensure an effective, skilled, and representative governance body. This process includes:

- **Board Composition and Recruitment**
 - a) Annual assessment of board skills, expertise, and diversity.
 - b) Identification of gaps in governance capacity.
 - c) Recruitment and succession planning to address identified needs.
- **Skills Assessment and Board Evaluation**
 - a) Board Effectiveness Evaluation – Assessment of the board’s performance in fulfilling its governance responsibilities.
 - b) Skills Matrix Review – Analysis of directors’ expertise in key areas such as finance, governance, healthcare, and DEI.
 - c) Self-Evaluation – Individual directors reflect on their contributions and areas for growth.
- **Ongoing Board Development**
 - a) Orientation and Education – Training for new and returning board members on governance responsibilities and strategic priorities as well as non.
 - b) Board Discussions & Meeting Preparation – Ensuring informed decision-making through active participation and engagement.
 - c) Member Participation – Encouraging directors to contribute meaningfully to board activities and discussions.

- **Addressing Gaps and Non-Director Non-Voting Members**

To address identified gaps, the Governance Committee may recommend:

- a) Targeted recruitment efforts to enhance board composition.
- b) Training and development programs for existing board members.
- c) Appointment of non-director or non-voting members to provide subject-matter expertise or enhance board diversity where needed.

Skills Matrix Framework

The skills matrix assesses the key competencies required for effective governance. Core areas include:

- Governance and Strategic Leadership – Experience in board governance, policy development, and long-term planning.
- Financial Acumen – Understanding of financial statements, risk management, and budgeting.
- Business Acumen – Knowledge of corporate strategy, operations, and organizational management.
- Healthcare and Academic Environment – Experience within the medical, academic, or research sectors.
- Equity, Diversity, and Inclusion (EDI) Competency – Understanding of DEI principles, experience in fostering inclusive policies, and advocacy for equitable governance practices.
- Advocacy and Negotiation – Skills in stakeholder engagement, lobbying, and consensus-building.

Additional areas include legal expertise, technology, human resources, and stakeholder engagement.

In addition to the skills matrix, it is important to ensure appropriate representation from PCTA, NOSM University, and Northern Teaching Health Centres.

Responsibilities

NOAMA Administration plays a key role in supporting the board's governance assessment and recruitment process by:

- Designing and distributing the annual board survey to assess governance effectiveness, skills, and representation.
- Collecting and analyzing survey responses to identify strengths, gaps, and areas for board development.
- Preparing reports and summaries to inform the Governance Committee's discussions on recruitment, training, and succession planning.

The Governance Committee plays a central role in evaluating and enhancing board composition. Responsibilities include:

- Reviewing survey results and conducting skills and composition gap analysis.
- Assessing board diversity in terms of professional background, geography, gender, and underrepresented groups.
- Developing recommendations for recruitment, training, and potential non-voting member appointments to strengthen governance diversity and expertise.

The NOAMA Board is responsible for ensuring strong governance by:

- Participating in the annual assessment process to evaluate individual and collective skills, effectiveness, and representation.
- Engaging in discussions on board composition and development to address identified gaps and enhance governance capacity.
- Committing to ongoing education and strategic leadership to adapt to evolving organizational needs and challenges.
- Upholding NOAMA’s mission and governance principles by ensuring informed decision-making, accountability, and continuous improvement

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Version	Date	Authors/Comments
1.0	2025.02.25	Original process