

## HRPA Board Core Capabilities and Experience

HRPA conducts an annual skills audit of its Board of Directors against specific capabilities and experience. Based on this assessment, in the candidate nomination process for the 2025 Board election, preference will be given to those Candidates whose specific skills and experiences best complement the existing skill sets on the Board of Directors in one or more variations or combinations of the following areas: Financial/Accounting, Technology and Cybersecurity, Brand Management Public Relations and Marketing, Artificial Intelligence and Growth/Entrepreneurial Expertise.

**IMPORTANT NOTE:** Only Candidates who satisfy the board capabilities and the Inclusion, Diversity, Equity and Accessibility requirements identified by the Board will appear on the Ballot. Nominees will be notified of their appearance on the Ballot in accordance with the election protocols.

DOMAINS	SKILLS
<b>Board Governance Experience</b>	<ul style="list-style-type: none"> <li>• Previous experience on a for-profit; non-profit or regulatory Board of Directors</li> <li>• Experience chairing Board committees</li> </ul>
<b>Human Resources Expertise</b>	<ul style="list-style-type: none"> <li>• CEO performance and compensation oversight</li> <li>• Talent management and CEO succession planning</li> <li>• Research and Education – thought leadership on relevant HR issues, future focused</li> </ul>
<b>Diversity and Inclusion</b>	<ul style="list-style-type: none"> <li>• Creation and re-examining of workplace policies and practices from an EDI perspective</li> <li>• Designing EDI initiatives</li> </ul>
<b>Financial/Accounting Expertise</b>	<ul style="list-style-type: none"> <li>• CPA designation</li> <li>• Senior financial position – management/executive level</li> <li>• Demonstrated knowledge of financial statements</li> <li>• Short term and long-term financial planning</li> <li>• Financial analysis skills</li> </ul>
<b>Regulatory environment/Corporate Governance Expertise</b>	<ul style="list-style-type: none"> <li>• Role of the regulator in protecting public interest</li> <li>• Knowledge of professional associations and regulatory bodies; HRPAs legal context</li> <li>• Corporate governance experience</li> <li>• Understanding of Board legal responsibilities, Act, bylaws, policies</li> <li>• Standard setting for designations, exam validity</li> </ul>
<b>Enterprise Risk Management Expertise</b>	<ul style="list-style-type: none"> <li>• Risk management expertise at enterprise level (operational, financial, reputational) – through lens of strategic priorities</li> <li>• Risk oversight through ERM score cards and metrics monitoring</li> </ul>
<b>Technology and Cybersecurity Expertise</b>	<ul style="list-style-type: none"> <li>• Expertise in cyber security and IT risk management</li> <li>• Understands how to safeguard organizations, its information and systems</li> <li>• Experience overseeing large IT projects and investments</li> <li>• Understands value of effective vendor management system</li> </ul>
<b>Brand Management, Public Relations and Marketing</b>	<ul style="list-style-type: none"> <li>• Reputation and crisis management</li> <li>• Social media marketing and brand management growth strategies</li> <li>• Stakeholder analysis and advocacy strategies</li> </ul>
<b>Artificial Intelligence</b>	<ul style="list-style-type: none"> <li>• Understanding AI terminology i.e. algorithms, neural networks etc.</li> <li>• Basic understanding of AI data point and analysis</li> <li>• Awareness of ethical aspects related to AI to ensure fairness</li> <li>• Has successfully executed a change management effort related to AI within their organization</li> </ul>
<b>Growth mindset/Entrepreneurial Expertise</b>	<ul style="list-style-type: none"> <li>• Has experience in preparing growth strategies and market positioning</li> <li>• Creativity, innovation and adaptability</li> <li>• Business Expertise including market dynamics, competitive forces and growth opportunities</li> </ul>