

Board Policy Appendix 4.0

Silvera Board and Committees Skills Matrix Tool

The Governance Committee has identified a continuous improvement opportunity through improved alignment between the annual assessment of board effectiveness and the recruitment process for new members of the Silvera Board and sub-committees of the Silvera Board. The Board and Committees Skills Matrix Tool and the Recruitment Interview Guide align to Board policies to support the annual Board assessment and Board/sub-committee recruitment plan.

Our objective is to continue to build industry best practices into our board and committees assessment and recruitment processes so that Silvera can continue to earn the trust and confidence of our public partners (City of Calgary & Alberta Government) by demonstrating we are effectively managing these critical governance areas. Additionally, the operating agreement with the City of Calgary provides ongoing opportunity to communicate more broadly Silvera board and sub-committee membership openings.

Silvera Board Committee Members Skills Matrix

All members of the Board and the Committees are expected to possess a base level of competence in the skills matrix. The skills matrix is intended to measure the levels of knowledge base or specialization members may possess which supplements this base level of competence. It has been identified that there are 3 key focus areas of experience that board members require:

- 1. Relevant Professional Experience** –Board/committee members or candidates have experience in or knowledge of a meaningful combination of general business competencies relevant to Silvera business operations.
- 2. External & Contextual Experience** – Board/committee members or candidates have relevant knowledge of or experience in the external environment & context impacting Silvera planning and operations. Key focus areas are identified.
- 3. Personal Effectiveness Experience** - specific and relevant attributes of personal effectiveness were identified for Silvera board/committee members that were seen as critical to overall board effectiveness.

Board and committee members complete the skills matrix upon their commencement. The Governance Committee would then complete a gap analysis that can provide input and direction to the recruitment program.

Skills Matrix

All members of the Board and the Committees are expected to possess a base level of competence in the skills matrix in all the listed areas below. This skills matrix is intended to measure the levels of knowledge base or specialization members may possess which supplements this base level of competence. With that as the measure, please provide an indication of your level of specialization and/or experience in the matrix. Please note, a fulsome definition of each competence is explained below the matrix for further understanding.

Ranking System	
Score	Level of Specialization
3	Expert
2	General Knowledge
1	Limited Knowledge

SILVERA BOARD & COMMITTEES SKILLS MATRIX	MEMBER 1	MEMBER 2	MEMBER 3	MEMBER 4	MEMBER 5	MEMBER 6	MEMBER 7	MEMBER 8	MEMBER 9	MEMBER 10	MEMBER 11	INDEX
Criteria 1: Relevant Professional Experience	<i>Rate yourself 1 -3 according to the ranking system</i>											
Governance												
Legal/Regulatory												
Financial												
Debt and investment expertise												
Risk Management												
Human Resources												
Housing and Seniors (Gerontology)												
Service Knowledge												
Land Development												
Public Relations/Media												
Criteria 2: External & Contextual Experience	<i>Rate yourself 1 -3 according to the ranking system</i>											
Government Relations												
Public Policy												
Community, DEI and ESG												
Industry/Sector												
Stakeholder Relations												
Criteria 3: Personal Effectiveness Experience	<i>Rate yourself 1 -3 according to the ranking system</i>											
Leadership/Teamwork												
Strategic Thinking/Planning												
Critical Thinking/Problem Solving												
Committee/Board Leadership & Chair Experience												
Areas of influence, advocacy and fund development												
Diversity of thought/perspective												
Time commitment & energy												

Criteria 4 – Personal Characteristics	Notes / Comments
Personal affinity to seniors’ sector	
Personal volunteer experience with seniors	
Potential volunteer experience within sector	

Criteria 5 – Diversity	Check	Notes / Comments
(65+)		
(50+)		
(30+)		
Pronouns of choice		
Ethnicity		
Diversity of thought/perspective		

The Governance Committee considers other factors to validate the Skills Matrix self-assessment results, including Board and committee member attendance and engagement at meetings and strategic retreats effectiveness in fulfilling its mandate of oversight and governance.

Recruitment Interview Guide for Board and Sub-Committees

Recruitment Interview Guide reflects the required Skills Matrix. The Skills Matrix will be foundational to all interviews, so that candidates get an early understanding of the required business competencies and personal effectiveness attributes that Silvera has identified for Silvera board and sub-committee members.

Summary and Recommendations

Governance Committee executes the Silvera Board-adopted Skills Matrix as an annual tool for self-assessment by all board and sub-committee members. Governance Committee is to be responsible for analyzing the results and building a recruitment plan (February) for board & sub-committees that improves the collective capability of the board to fulfill its mandate of oversight and governance.

Every 2 years (min) Governance Committee will review the Skills Matrix and make adjustments as required to properly reflect changes in required business competencies, external experience or personal effectiveness attributes critical to Silvera board effectiveness.

Relevant Professional Experience
<p>Governance Experience - The board/committee member/applicant has experience with, or is able to demonstrate knowledge or expertise in, board governance in the private, public, and/or voluntary/non-profit sector. Possess a clear understanding of the distinction between the roles of a governance board versus the role of management.</p>
<p>Business/Management Experience - The board/committee member/applicant has experience with, or is able to demonstrate knowledge or expertise in, sound management and operational business processes and practices in the private or public sector. This competency may include an understanding of topics such as managing complex projects, leveraging information technology, planning and measuring performance, and allocating resources to achieve outcomes.</p>
<p>Legal/Regulatory Experience - The board/committee member/applicant has experience with, or is able to demonstrate 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.</p>
<p>Human Resources Experience - The board/committee member/applicant has experience with, or is able to demonstrate knowledge or expertise in, strategic human resource management. Brings capability to support CEO in key areas workforce planning, employee engagement, succession planning, organizational capacity, compensation, and evaluation and professional development.</p>
<p>Fund Development - understand the difference between philanthropy, fund development and fundraising all as a means to support organizational philanthropic culture and has experience in building these community relationships for the organization.</p>
<p>Service /Operational knowledge - The board/committee member/applicant has experience with operational management and service delivery models. This may include understanding of the aging population and support requirements, experience in measuring impact and outcomes of service, experience and or knowledge of operations in the not for profit sector and funding complexities as related to delivery service mandate. General understanding of the housing to health care continuum.</p>
<p>Land Development Experience - The board/committee member/applicant has experience in core processes of land development including planning, permitting, consultation, project management, capital budgeting and stewardship.</p>
<p>Property Management Experience - The board/committee member/applicant has experience or knowledge in property management processes such as budgeting, capital</p>
<p>Accounting/Financial Experience - The board/committee member/applicant has experience or knowledge or expertise in accounting or financial management. This may include analyzing and interpreting financial statements, evaluating budgets and understanding financial reporting.</p>
<p>Risk Management Experience - The board/committee member/applicant has experience with, or is able to demonstrate knowledge or expertise in, enterprise risk management. This may include identifying potential risks, recommending and implementing preventive measures, and devising plans to minimize risks. This competency also includes experience or knowledge of auditing practices, organizational controls, and compliance measures.</p>
<p>Public Relations/Media Experience - The board/committee member/applicant has experience with, or is able to demonstrate knowledge or expertise in, communications, 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.</p>

External & Contextual Experience
<p>Government/Public Policy Knowledge</p> <ul style="list-style-type: none">The board/committee member/ applicant has experience with, or is able to demonstrate knowledge or expertise of the broader public policy context affecting Silvera. May include the strategic priorities of government and the relationship between those priorities and the work of Silvera.
<p>Community/Stakeholder Relations Knowledge</p> <ul style="list-style-type: none">The board/committee member/applicant has experience with, or is able to demonstrate knowledge or expertise of, the community or communities that Silvera serves, including the external stakeholder landscape affecting Silvera. This may include a demonstrated capacity to build networks and foster trusting relationships with communities and stakeholders.
<p>Industry/Sector Knowledge</p> <ul style="list-style-type: none">The board/committee member/applicant has experience with, or is able to demonstrate knowledge or expertise of, the industry or sector Silvera operates within. This may include an understanding of particular trends, challenges and opportunities, or unique dynamics within the sector that are relevant to Silvera.
Personal Effectiveness Experience
<p>Leadership/Teamwork Skills</p> <ul style="list-style-type: none">The board/committee member/applicant demonstrates an ability to inspire, motivate and offer direction and leadership to others. The candidate also demonstrates an understanding of the importance of teamwork to the success of the board. This may include an ability to recognize and value the contributions of board members, staff, and stakeholders.
<p>Strategic Thinking/Planning Skills</p> <ul style="list-style-type: none">The board/committee member/applicant demonstrates an ability to think strategically about the opportunities and challenges facing Silvera and to engage in short, medium and long-range planning to provide high-level guidance and direction for Silvera.
<p>Critical Thinking/Problem Solving Skills</p> <ul style="list-style-type: none">The board/committee member/applicant demonstrates an ability to apply critical thinking to creatively assess situations and to generate novel or innovative solutions to challenges facing the Silvera board.
<p>Committee/Board Leadership & Chair Experience</p> <ul style="list-style-type: none">Has demonstrated past experience in for-profit or not-for-profit board roles

Areas of Influence & Advocacy

- The board/committee member/candidate has relevant external areas of influence (advocacy and fundraising, government, media, developers, private donors) and is prepared to advocate for Silvera with those key audiences
- The Board/committee member/candidate understands the leadership role of the Board and as individual members to support fund development strategy and demonstrating commitment by actively giving to advance the organizations purpose.
- The Board/committee candidate understand the difference between philanthropy, fund development and fundraising all as a means to support organizational philanthropic culture and has experience in building these community relationships for the organization.

Engagement – Time and Energy

The board/committee member/candidate contributes effectively in board meetings, annual board strategy retreat and board committee work and contributes financially to Silvera operations.

Diversity of Thought

- Demonstrates an ability to think creatively and beyond traditional patterns and appreciate others' points of view