



Board Capabilities and Experience:

Core Capability Domains		2021 Recruitment Goal
Equity, Diversity & Inclusion	<ul style="list-style-type: none"> • Knowledge and/or work experience addressing the areas of equity, diversity, and inclusion. • Has established metrics to measure success of diversity and inclusion • Has demonstrated concrete improvements in an inclusive culture in their workplace or in their previous board work • Culturally fluent in working with people across all diverse communities and championing inclusion for all 	
Human Resources Leadership	<ul style="list-style-type: none"> • Has led the full HR function or a sub-functional head of an HR discipline (e.g. Total Rewards, Talent Management, Labour & Employee Relations) at the executive or primary leader level • Deep understanding of all HR generalist functions and the value they can bring to organizational performance • Demonstrated capability in influencing and engaging in effective decision making • Comfortable engaging with HR professionals at all levels from student to late-career • Demonstrable insights with all aspects of human capital risk management • Insights about leveraging technology and data to enable a high performing HR function • Previous experience in representing the HR function to a board of directors 	
Technology & Security Governance	<ul style="list-style-type: none"> • Brings awareness of infrastructure & architecture design & management • Is knowledgeable in Application Management & technical requirements for business analysis • Understands the cyber risks facing the organization and how to safeguard the organization, its information & systems • Understands the value of an effective vendor management system • Comfortable with Information & Technology metric monitoring 	✓
HR Education & Research	<ul style="list-style-type: none"> • Has designed courses, taught, lectured, or presented educational postsecondary HR programs • Has served as a principal or contributing investigator in original HR research • Is well versed in the core disciplines of the Human Resources function 	✓
Corporate Governance	<ul style="list-style-type: none"> • Previous experience on a volunteer or corporate board • Demonstrable familiarity with the rules of procedure in governance • Able to clearly separate the roles and responsibilities of staff and Board and respect the separation of oversight from operations • Able to commit the required time and energy to fully discharge duties on an HRPA Board Committee and the Board of Directors • Familiar with the legal duties and responsibilities of a director and a willingness to accept liabilities attendant to Officers & Directors 	



	<ul style="list-style-type: none"> • Comfortable with strategic analysis, performance and measurement assessment, and able to evaluate organizational performance across multiple areas (e.g. financial, operational, customer, etc.) • Collaborates with fellow directors in a progressive way to advance the mission, vision and values of the organization 	
Business Acumen	<ul style="list-style-type: none"> • A broad and well-developed set of skills and abilities to analyze, evaluate and measure financial, operational, strategic and governance related matters • Financially literate – able to read and discern changes in cash flows, the balance sheet and income statement with a not-for-profit lens • Awareness of investment management monitoring • Familiar with the external audit cycle and the importance of financially literate leaders and board members in working through the external financial audit to present accurate information to stakeholders • Conversant with strategic planning processes and oversight 	
Supplementary Capability Domains		
Marketing, Communication & Stakeholder Analysis	<ul style="list-style-type: none"> • Has worked in a marketing or communications capacity with service to the HR profession or function (e.g. employment branding, enterprise communications, etc.) • A demonstrated understanding of the components of building a purpose-driven brand with high digital fluency • Deep understanding of change management strategies to engage a highly complex stakeholder community • Comfortable with the uncharted – leverages a track record of creative, dynamic communication strategies & media to engage members and the public at large • Leverages stakeholder analysis strategies to identify key segments for advocacy efforts, as may be required • Confident in speaking positively about HRPA’s role in the protection of the public interest and advancing the Human Resources profession 	✓
Professional Regulation	<ul style="list-style-type: none"> • Previous experience working in or serving as a governor in a highly regulated industry or in a professional regulatory body • Understands the role of government in self-regulation processes and legislation • Familiar with the concepts of risk-based regulation and the impetus for regulatory change in service to public protection • Has a solid understanding of administrative law as it relates to professional regulation • Familiar with certification processes such as exam validity & reliability 	✓
Risk Management	<ul style="list-style-type: none"> • Direct experience in overseeing enterprise or HR risks within an enterprise risk framework (able to discern and understand the value of residual risk monitoring and oversight) • Able to question and engage in discussion around risks at an enterprise level (e.g. operational, financial, reputational, etc.) • Understands the trade-off decision process in taking calculated business risks and makes decisions when appropriate for the good of the Association and the HR Profession 	



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	<ul style="list-style-type: none">Familiar with the three-lines of defense in effective risk management & understands the Board’s role in oversight & foresight	
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The Board is asked to self-declare their level of proficiency in the previously listed capabilities and experience. Numerical identifiers for level of proficiency are described below:

0. Minimal or no experience	1. Some experience and knowledge	2. Significant experience and knowledge, some past accountability	3. Formal qualification and/or past functional accountability at an executive
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Equity, Diversity and Inclusion and Directors Self Disclosure:

HRPA seeks to maintain a Board comprised of talented and dedicated Directors with a diverse mix of expertise, experience, skills and backgrounds. The skills and backgrounds collectively represented on the Board should reflect the diverse nature of our profession and should include an appropriate number of female-directors to establish our commitment to increase and improve the gender balance (the under-representation of women) that exists within the makeup of our workplaces today.

The Association defines “diversity” as anything that can be used as a source of differentiation between groups of people or individuals (diverse perspectives, life and work experiences, values & beliefs, culture, education, race and ethnicity, abilities, gender identification, religion, sexual orientation, age, etc.).

If a Nominee identifies with any of the designated groups or would like to self-disclose any of the additional diversity attributes identified by the Association, please include in your candidate statement.