

BOARD OF DIRECTORS SKILLS, KNOWLEDGE AND EXPERIENCE PROFILE

Introduction

OMVIC's mandate is to maintain a fair, safe and informed marketplace for motor vehicle sales in Ontario by administering and enforcing MVDA, its regulations and other applicable consumer protection statutes. OMVIC's Board of Directors (the "Board") must therefore comprise a range of members whose collective experience, knowledge and skills are best suited to accomplish this mandate.

Each member of the Board brings unique skills, knowledge and experience to the Board table. Through the establishment of a formal Board Skills Profile, the Governance and Nominating Committee attempts to ensure that directors are respected members of the community with a high level of integrity and accountability, and who collectively possess a mix of skills, knowledge and experience that add strategic value to OMVIC and helps fulfill its oversight responsibilities.

Desired Skills, Knowledge and Experience

The desired range of skills, knowledge and experience are:

Skills, Knowledge and Experience	Definition
Knowledge of retail automotive sector: new, used, leasing	<p><i>New:</i> A franchise dealer who understands the business of trading in new motor vehicles. Trading in new motor vehicles is unique in that it involves relationships with manufacturers/distributors, advertising through dealer marketing association and sale of a range of products (warranty et al).</p> <p><i>Used:</i> An independent dealer and who understands the business of trading in used vehicles. Independent dealers often have more hands-on experience in all aspects of the business: appraisals, wholesale acquisition, refurbishing, material fact assessment, disclosure, etc.</p> <p><i>Leasing:</i> a dealer who handles the leasing of motor vehicles and therefore understands the concepts of leasing.</p>
Membership on boards, including not-for-profit boards	Understanding of the role of boards, the role of a director and officer, principles of good governance and the relationship with the chief staff officer, the difference between managing and directing. Board experience in a not-for-profit environment is even more helpful since the experience is likely to include dedication to an altruistic pursuit that serves a community rather than shareholders.

Skills, Knowledge and Experience	Definition
Public policy and regulatory environments especially pertaining to consumer law	<p><i>Consumer advocacy:</i> an understanding of provincial consumer laws, the economic importance to business of consumer confidence, the importance of advocacy as an influential tool in effecting positive change, the importance of collaborative rather than adversarial approaches to problem solving.</p> <p><i>Public policy:</i> familiarity with the process leading to development of public policy, the role of politics, the role of the public bureaucracy, the necessity to balance the interests of diverse stakeholders, the important role of consultation.</p> <p><i>Regulatory environments:</i> familiarity with the role of a marketplace regulator, the limitations of the regulator's reach, due process, the rights of an accused, the legal and societal reasons why the enforcement powers of duly appointed enforcement personnel are fettered, the legal process, the options available to law administrators.</p>
Customer service delivery	<p><i>Business:</i> an understanding of the role of business in the marketplace and how to manage a business enterprise – providing goods and services to customers, adding value, making a fair profit.</p> <p><i>Government:</i> an understanding of how government works, the services it provides and the challenges of delivering those services in a fiscally constrained and by necessity, bureaucratic environment.</p> <p><i>Customer service:</i> an understanding of how to establish and rate appropriate service levels for an environment in which service must be balanced with cost, due diligence and risk mitigation.</p>
Financial literacy	<p>The ability to read financial statements and auditor's reports, assess fiscal health, identify variances and trends, recognize anomalies, and to ask pertinent questions.</p>
Marketing, public relations and communications	<p><i>Marketing:</i> an understanding of marketing concepts sufficient to be able to assess plans proposed by staff and authorized consultants.</p> <p><i>Public relations:</i> an understanding of the importance of sound relationships with diverse client and stakeholder groups and how to manage those relationships – government, industry, consumers, media, partners.</p> <p><i>Communications:</i> an understanding of how to communicate sometimes complex messages to diverse audiences.</p>

Skills, Knowledge and Experience	Definition
Executive management and compensation	<p><i>Executive management:</i> experience in coaching, providing guidance and direction to an executive level position including setting of goals and objectives, measuring success in delivering those goals.</p> <p><i>Compensation:</i> awareness of various approaches to determination of compensation level for an executive level position: cash, bonus, benefits and pension, perquisites, career planning and development.</p>
Technical training and public education	<p><i>Technical training:</i> familiarity with the components of a training course – relevance, level, testing, accessibility.</p> <p><i>Public education:</i> familiarity with components of a successful communications program to a diverse public audience</p>
Risk management and analysis	The ability to identify and assess risk in a regulatory environment and the ability to evaluate effectiveness and reasonableness of staff proposed mitigation strategies.
Strategic planning	The ability to view an organization and its objectives from a high level and to identify long term strategies that will support those objectives.
IT governance	Knowledge or awareness of IT components such as cyber security, privacy, social media engagement, reputation management, managing IT projects, and understanding how emerging technologies will impact organizations and consumers.

Application

Following from this, a Skills Profile Matrix is created based on a Board member survey. The matrix can then be used by the Governance and Nominating Committee to identify gaps to be filled as part of the board member selection, election and appointment process.

The Governance and Nominating Committee reviews and updates this profile periodically to ensure it reflects the current needs of the Board consistent with OMVIC's strategic goals.

Approved by the Board on November 17, 2021