

# **SCHEDULE “D” – COMPETENCY AND SELECTION CRITERIA FOR MEMBERS OF THE BOARD OF DIRECTORS**

## **BEREAVEMENT AUTHORITY OF ONTARIO**

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All Board members shall meet the following competency criteria:

- As a basic prerequisite, each Board member shall be an individual who is not less than 18 years of age, has the power under law to contract, has not been found by a court in Canada or elsewhere to be incapable, including incapable of managing property, and does not have the status of a bankrupt.
- General competencies and interpersonal skills for effective participation as a contributing Board member (such as collaboration, completing tasks in a timely manner, building consensus, etc.) are considered prerequisites that each Board member shall possess.

Board members shall meet the following selection criteria:

- In selecting new Board members, attention shall be given to ensuring the collective mix of skills and experience supports the Board’s ability to add strategic value to the Bereavement Authority of Ontario (BAO). In addition, reasonable efforts shall be made to reflect a variety of perspectives, including consumer protection and public interest perspectives, as well as the diversity of Ontario, including gender, geographic distribution and ethnicity.
- The Board members who are selected based on skills and governance experience and those who are selected as a Consumer Representative can have no direct interest in the bereavement sector.
- The Board members who are chairs of the BAO’s Advisory Committees are selected from amongst the members of each committee.
- The Board members appointed by the Minister may include representatives of consumer groups, business, government organizations or such other interests as the Minister determines.

Board members shall be selected through the following process:

- Candidates for the elected Board member positions will be selected based on a comprehensive evaluation of the skills and competencies outlined below.
- The Governance and Nominations Committee shall oversee the process, ensuring a fair and transparent selection.

- The skills profile and competency criteria are intended to guide the recruitment and election of qualified Board members, ensuring that the BAO benefits from diverse perspectives in its decision-making processes.

### **Collective Board Skills and Experience**

Each Board member brings unique skills and experience to the Board. The Board recognizes the importance of having a diversity of backgrounds from both within and outside the bereavement sectors.

Collectively, Board members shall:

- Possess a positive orientation for proactive consumer protection initiatives;
- Provide strong participation that strives for excellence and supports consensus-building;
- Be strategic thinkers who take a governance-focused approach to Board responsibilities; and
- Demonstrate a willingness to proactively support the BAO's statutory mandate, mission, vision and values.

### **Competency Criteria for Board Members Who Are Selected Based on Skills and Governance Experience**

Consideration of existing Board strengths and identification of any gaps should be used to recruit new Board members who complement the existing Board members' skills and experience, with a goal of addressing the following skills and experience as much as possible:

#### **Board and Governance Experience**

To achieve this competency, Directors should demonstrate an appropriate level of knowledge and understanding of the tools and methodologies for monitoring and developing the performance of the organization and of the CEO.

#### **Financial Literacy**

To achieve this competency, Directors should demonstrate an appropriate level of financial knowledge and understanding and can interpret financial reports and statements and monitor corrective action to ensure financial goals and regulatory requirements are met.

#### **Risk Management**

To achieve this competency, Directors should demonstrate an appropriate level of knowledge and understanding of the risk management framework for

identifying, measuring and managing significant risks and events that may impact the organization's objectives.

### **Strategic Direction and Planning**

To achieve this competency, Directors should demonstrate an appropriate level of knowledge and understanding of the strategic planning process and contribute to the development of the strategic direction, core values and the strategic goals and objectives for the organization.

### **Government and Regulatory Environment**

To achieve this competency, Directors should demonstrate an appropriate level of knowledge and experience collaborating with government and understanding the regulatory environment.

### **Stakeholder Relations**

To achieve this competency, Directors should demonstrate an appropriate level of knowledge and understanding of how to build third-party networks that can develop credible, united voices about issues, products, and/or services that are important to the organization.

## **Competency Criteria for Board Members Who Are Selected as Chairs of the BAO's Advisory Committees**

The Board members who are chairs of the BAO's advisory committees are to be selected based on the following criteria:

### **Regulatory Understanding and Interpretation**

To achieve this competency, Directors should demonstrate an appropriate level of knowledge and experience collaborating with government and understanding the regulatory environment.

### **Board or Committee Experience**

To achieve this competency, Directors should demonstrate an appropriate level of knowledge and understanding of the tools and methodologies for monitoring and developing the performance of the organization and of the CEO

### **Leadership**

To achieve this competency, Directors should demonstrate an appropriate level of knowledge and experience in proactively supporting the BAO's statutory mandate, mission, vision and values.

### **Sector Experience**

To achieve this competency, Directors should demonstrate an appropriate level of knowledge and understanding of sector issues, as they relate to funeral and transfer services or cemeteries and crematoriums, or of matters of faith, as applicable.

### **Strategic Direction and Planning**

To achieve this competency, Directors should demonstrate an appropriate level of knowledge and understanding of the strategic planning process and contribute to the development of the strategic direction, core values and the strategic goals and objectives for the organization.

## **Competency Criteria for Board Members Who Are Selected as a Consumer Representative**

The Consumer Representative on the Board is an essential position aimed at protecting the interests and perspectives of consumers in the BAO's decision-making process. As such, the candidates for this role are to be selected based on the following criteria:

### **Consumer advocacy**

To achieve this competency, Directors should have experience in a role directly connected to upholding consumer protection and rights and understanding consumer needs. At a minimum, a candidate can demonstrate a work history and specific cases, examples, and/or jurisprudence in pursuit of defending and advocating for a consumer or class of consumers. Knowledge of issues and barriers affecting consumers in the sector is required.

### **Communication skills**

To achieve this competency, Directors should have competencies to communicate the needs, concerns, and perspectives of diverse consumers to the Board and other stakeholders. Candidates can demonstrate a history of participation and design of consultation, research, feedback, and performance processes in a consumer protection environment(s) and have the ability to synthesize and communicate inputs to effectively support diverse consumer perspectives.

### **Stakeholder networks**

To achieve this competency, Directors should have diverse and inclusive networks of professional peers, consumer-oriented organizations, and sectoral and industry experts. Priority would be given to those who can quantify how to maintain, sustain, and grow their existing networks and identify and engage new constituencies of stakeholders.

**Strategic thinking**

To achieve this competency, Directors should have experience working in an oversight or governing role where they have developed significant experience and history as it relates to these functions, e.g., strategic planning, financial management and performance, business reporting, key performance indicators, risk management, and operational accountability and transparency.

**Ethical and Transparent behaviour**

To achieve this competency, Directors should have a history of being subject to and compliant with professional codes of conduct, practice, and/or standards in their professional, advocacy, and any philanthropic pursuits.

**Analytical skills**

To achieve this competency, Directors should have experience in roles where review and interpretation of legislation, statutes, regulations, policies, guidelines, and implementation procedures in the course of their work history. This includes quantitative and qualitative analysis that has led to practical recommendations, estimates, and the identification of emerging issues and trends in applicable operating environments.

**Adaptability**

To achieve this competency Directors should be aware of their obligation, how to respond to emerging trends, practices, and procedures in regulated sectors and understand how to adapt to regulatory frameworks that are amended, replaced, and/or updated regularly. The Director should exert emphasis on maintaining consumer protections as the basis of any new regimes, schemes, or policies. The Director should act as an advocate during such change processes and within evolving environments.

**Representation**

To achieve this competency, Directors should have a history and knowledge of integrating diverse consumer groups and perspectives into policy and regulatory frameworks. This includes, among others: cultural, faith, gender, geography, linguistic, orientation(s), and socio-economic groups. Directors should also have a broad awareness of key influencers and community leaders who may be relied upon to contribute and to inform consultations and processes for consumer-based protections.

**Public and Institutional Responsibilities**

To achieve this competency, Directors should have a working history within institutions and organizations that adhere to mandates that require balancing of competing and diverse interests that may not always align, within the available frameworks, resources, and time allocations.

**Bereavement Authority of Ontario**

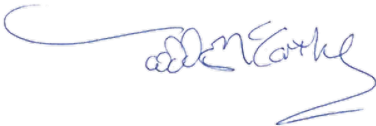


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Chair of the Board

Date: July 23, 2024

**His Majesty the King in Right of Ontario**



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Minister of Public and Business Service  
Delivery and Procurement

Date: August 15, 2024