

B.C. FERRY AUTHORITY DIRECTOR SKILLS AND EXPERIENCE PROFILE

Personal Attributes

All B.C. Ferry Authority directors should possess the following personal attributes:

- High ethical standards, integrity, and accountability in professional and personal dealings;
- Mature confidence and informed judgement;
- Strong interest in the mission of the B.C. Ferry Authority;
- Knowledge of setting tone at the top;
- Able and willing to raise potentially controversial issues in a manner that is respectful and encourages dialogue;
- Flexible, responsive and willingness to consider opinions of others;
- Capable of a wide perspective on issues;
- High performance standards;
- Respect for others;
- Express thoughts and ideas clearly;
- Actively listens;
- Ability to work as a team member and place value of the board performance over personal performance;
- Strong reasoning skills;
- No real or perceived conflicts of interest;
- Able to commit the time required to prepare for and participate in meetings and serve as a director of the board; and
- Commitment to continuous learning about the Authority and BC coastal ferry issues.

Core Competencies

All directors should possess the following core competencies:

- Well-developed faculty for critical thinking and analysis;
- Appreciation and understanding of the public interest;
- Financial literacy, including an ability to read financial statements and ability to understand the use of financial ratios and other indices to measure performance;
- Appreciation of the unique role of the Authority as the shareholder of BC Ferry Services as set out in the Coastal Ferry Act;
- Thorough knowledge of the responsibilities and duties of a director; and
- Ability to distinguish corporate governance from operational management.
- Directors should demonstrate sufficient competencies in several of the following areas:
 - Accounting
 - Communications
 - Cyber Security/Privacy
 - Enterprise Risk Management
 - Finance/Investment Management
 - Governance
 - Human Resources/ Executive Compensation
 - Information Technology
 - Labour Relations
 - Leadership Experience

- Legal
- Public sector knowledge and government relations
- Real estate development
- Strategic Planning
- Transportation industry experience
- Retail and/or restaurant industry experience

Diversity and Inclusion

The Authority should, in its composition, reflect the diversity of the people and regions served by coastal ferry services in British Columbia. In addition, the selection process for directors will recognize lived experience and volunteer roles as well as paid employment and academic achievement.

Skills, Experience and Knowledge

The Board members, as a group, should possess the following skills and experience with each director contributing experience, skills and knowledge in at least two areas:

Competency	Description
Strategic Leadership Experience	Strategic leadership experience, including leading people, major initiatives, or complex projects.
Senior Executive Management Experience	Experience in a senior executive management role for a large organization in the private, non-profit or public sector.
Board Experience	Experience as a director for an organization in the private, public or non-profit sector; demonstrated knowledge of governance best practices.
Strategic Planning Experience	Experience in preparing long-term strategic plans, setting key performance indicators, and monitoring and reporting.
Finance and Accounting Expertise	Financial experience, including accounting, internal controls and audit practices.
Investment Management Experience	Experience in investment management and knowledge of investment, oversight and reporting.
Enterprise Risk Management Experience	Experience providing advice with respect to risk management principles and practices, including the establishment of risk tolerance and risk management systems.
Legal Expertise	Experience in managing legal issues of a complex nature and knowledge of the law.
Human Resources and Compensation Expertise	Experience in human resource management, including recruitment, succession and compensation policy.
Labour Relations Experience	Experience in labour relations and understanding of inner workings of organized labour.

Information Technology Experience	Experience in information management and information technology for a large or complex organization.
Cybersecurity and Privacy Experience	Experience in providing advice on protection of privacy and cybersecurity.
Communications Experience	Experience in communications planning and public engagement activities.
Transportation Industry Experience	Experience in transportation industry and understanding of marine industry issues.
Retail and/or Restaurant Industry Experience	Experience operating or providing professional advice in the retail and/or restaurant industry.
Real Estate Development Experience	Experience in real estate development or providing professional advice on real estate development.
Knowledge of Government and the Public Sector	Experience and understanding of the inner workings of government.

Statutory Qualifications

A person appointed to the Authority board must be a "qualified Authority candidate" as defined in the Coastal Ferry Act. Specifically, this means an individual who:

- Does not hold elected public office of any type;
- Is not an employee, steward, officer, director, elected official or member of any union representing employees of British Columbia Ferry Services Inc. (BCFS);
- Is not an employee of a municipality, regional district, trust council or greater board within the appointment area; and
- Is not an employee, director, officer or executive of BCFS