BOARD RECRUITING AND DEVELOPMENT MATRIX
Skills, Attributes and Diversity

To best determine the needs of the board of directors, the committee should assess the current makeup of the board for its strengths, gaps, and diversity. The Committee, in working with the Board of Directors, can determine the skills, experience and demographics that would best suit the board in the upcoming years based on the organizations' needs and priorities and then can begin the process of recruiting to fill those needs or reducing any identified gaps.

A Board Recruiting and Development Matrix that includes skills, attributes and diversity, as well as taking into account key projects/growth areas of the organization will aid the board in identifying prospective board candidates and also supporting any board development work that may need to occur.

The following is a sample of a Matrix that can incorporate into the governance work of the board of directors. It should be conducted on an annual basis. The Matrix can be imported into an online survey tool, or individual board members can complete a survey that is then submitted for compilation.

In addition to the Matrix, the board working in partnership with the Executive Director should answer the following questions:

1. What are the top three priorities that the organization will be focusing on over the next 2 – 3 years?
2. Based on these priorities, are there any identified skill gaps or diversity gaps on the board that would assist in supporting the achievement of these priorities?
3. How do we ensure that in addition to the skills, attributes, and diversity that we have a cultural fit with the board and alignment with the organization's values?

The board should consider terms of current directors and when they may be stepping off the board and succession planning for key roles such as the board chair and treasurer.

Approved 2026-05-26

DEMOGRAPHICS	Name	Name	Name	Name	Name	Name	Name	Name
AGE								
Under 25								
25 - 34								
35 - 44								
45 - 54								
55 - 64								
65 +								
GENDER								
CIS Man								
CIS Woman								
Non-Binary								
Trans Man								
Trans Woman								
Prefer not to answer								
Please indicate any of the following groups you identify with (please select all that apply):								
Person with a disability								
Black, Indigenous, Person of Colour (BIPOC)								
Newcomer to Canada (immigrant or refugee who has been in Canada for a brief time)								
Lesbian, Gay, Bisexual, Transgender, Two Spirit (LGBTQS+)								
Another group (please specify)								
Prefer not to answer								
None of the above								

EXPERIENCE	Name	Name	Name	Name	Name	Name	Name	Name
NUMBER OF YEARS ON THE BOARD								
1								
2								
3								
4								
5								
6								
7								
8								
9								
10+								
GOVERNANCE EXPERIENCE								
Private Sector/Commercial Experience								
Public/Crown Experience								
Non-profit Experience								
Board Experience								
Board Leadership Experience (President/Chair)								
Committee Experience (Board or Council)								
Corporate Leadership Experience								
Other								
EDUCATIONAL BACKGROUND								
Secondary								
Post-Secondary (University/College)								
Postgraduate								
Other (please specify)								

EXPERIENCE	Name	Name	Name	Name	Name	Name	Name	Name
PROFESSIONAL BACKGROUND								
Accounting/Finance								
Business								
Coaching								
Community/Social Services								
Education/Training								
Engineer								
Entrepreneur/Small Business Owner								
Government								
Governance/non-profit								
Health Care/Medical								
Human Resources								
IT/Technology								
Law								
Marketing/Communications/Public Relations								
Medical								
Military								
Real Estate/Developer								
Sales								
Other – please list								
AREAS OF INFLUENCE								
Business and Industry/ Private Sector								
Community Development/ Non-Profit Sector								
Government Sector (Municipal, Provincial, Federal)								

Media/Advertising (Print, Radio, TV, Social etc.)								
Other – please specify								

SKILLS AND ATTRIBUTES	Name	Name	Name	Name	Name	Name	Name	Name
ATTRIBUTES								
Visionary thinking								
Strategic thinking								
Able to Lead and Influence Others								
Passion for the Cause/Sport								
Dedication/Committed								
Objective and Impartial								
Knowledgeable about Organization/Sport System								
Knowledgeable and Understanding of Good Governance								
Discretion and Confidentiality								
Zest for Learning (seek personal and professional development)								
TECHNICAL SKILLS								
Accounting								
Finance Management								
Financial Investments								
Fundraising								
Law								
Marketing								
Information Technology								
Public relations								

Risk Management								
Human Resources								
Strategy Development and Implementation								
CEO/Senior Management Experience								
Education								
Social Services								
Public Policy								
Social Media								
Sales								
Other								